

Raw Survey Data:

TAMU survey responses organized by respondent type within each survey question

Assembled Nov. 15, 2021 by DataWorks Partners LLC

Note: The text contained in this compilation has not been edited. There is personally identifying information in some of the responses as well as some potentially offensive language and sentiments.

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**Q42 - Please provide your comments related to the Provost Office:**

Provost Office - Faculty

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☑ Significantly reducing the scope of the provost's office is likely to have long-term, negative effects on the core academic mission of Texas A&M University. In many of our peer institutions, the provost oversees the full academic mission of the university and is the clear No. 2 official at the university, and we are concerned deeply about deviating from that successful model.

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the reconsideration of the role and functions of the Provost Office is welcome but please, please don't centralize counseling and advising services. We've tried this on a college level and it was not successful. Some majors simply require specialized knowledge in order to provide the best student experience

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no special input; the overall design seems to be to prevent future Provosts from annoying the Deans who hold System appointments

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no comments

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no comment

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looks good!

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looking for a strong leadership TEAM. Want to make sure the Provost is a big part of the team. The centralized advising is not a strong model. our advisors become a lifeline to our students and the relationship to the students to the advisor needs to be a strong connection the student's major. our students meet regularly with their advisors - if they are centralized and meeting with a number of advisors our student will not feel important and will have too many steps removed from their advisors

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i agree that a lot of things should be pulled out of the Provost's office. This is a relic of when Bob Gates was President, and very busy with national service. It would be a very bad mistake to centralize advising. Many advisors are faculty, not staff, so will remain in their departments. Advising is major-specific. The advisor for one major cannot sensibly advisor another major. And that is certainly true of job advising. It makes sense to provide common resources, such as the Navigate system, and training, but not centralized reporting. The motivation seems to be to make it easier for students to change majors, but at the cost of providing worse advising for all students. Centralization of advising in AgriLife has had poor results. This is my #1 concern in the report.

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can't comment

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With regard to Recommendation #2 Centralize undergraduate academic advising This is a bad idea. Finding enough people that have expertise in courses available to students across campus will be almost impossible. Many departments have spent a great deal of time, effort, and money to improve student advising, and to lose that expertise to a centralized system will be a waste. What should be done is to provide sufficient funds for all departments and colleges to have full time staff and faculty that can effectively and efficiently advise students.

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While the report consistently promotes the reporting to President and not to Provost, I worry that this really diminishes faculty input in the University. Provost is a faculty member, someone who has had a long experience of being faculty, someone who can relate to faculty and understand the pressures and challenges faculty faces. If we bypass Provost or remove this position altogether, we have greatly reduced the voice of faculty. I think this is clearly detrimental for a respected research University that relies on its faculty for its success. Centralizing undergraduate advising. I think this is a very wrong move. The suggestion is made because many undergraduate students change majors. There might be a better way to deal with this. Perhaps create a separate advisor who can help those undergraduates who want to change



major. However, centralized advising would really affect the quality of advising within the units. Our advisors have specialized knowledge about faculty, their interest, their availability to work with undergraduate students, etc. Advisors often deal with special issues that are very difficult to predict and standardize and are able to provide solutions because they have close knowledge of the department. In case of the centralized advising this close knowledge of the department is lost and, therefore, specialized help is lost. This specialized help could be different – from recent experiences I can mention undergraduates who wanted to engage in research, undergraduates who needed an online course due to family or health reasons, a completely blind undergraduate student who needed special arrangement to manage the required courses (and the special arrangement was made by finding another undergraduate student who needed mentoring experience). All of this would be lost in case of centralized advising. Similarly, centralized advising would limit the information that the department has from advisers. Currently, our advisers help us understand the needs of undergraduates and help us to design the program and our approach to help undergraduates. This kind of feedback is much harder and much less precise if it comes from centralized advising. I think centralized advising is really detrimental for our land grant promises and would really reduce the quality of the experience for our undergraduates.

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While moving some of the functions of the Provost Office to VPs offices may be reasonable, a suggestion to centralize academic advising is very problematic. Academic advisors attached to the departments know programs as no one else and provide the highest quality, consistent academic advise to the students. They also handle transfers very well, based on my experience. I would suggest to keep academic advising within the departments.

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While making it easier for students to transfer between majors is laudable, centralizing undergraduate academic advising will likely harm students needing specialized advising related to their planned future careers and there needs to be connectedness between students, advisors, and professionals working within an academic discipline.

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While it is certainly true that many undergraduates change majors, especially in the initial parts of their studies, there are also very specific requirements for individual majors, and the students who need this most are the students who would otherwise fall through the cracks. In my experience as faculty advisor our staff advisors are uniquely positioned to understand these needs of our majors. Regarding the stated aim in the report for “consistent, streamlined” advising, if by streamlined the thought process is that a smaller cadre of central advisors can somehow serve the needs of the entire university, this recommendation seems to be poorly developed. Please do not follow this recommendation and replace our current system with consistently mediocre advising for all.

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While I agree with the notion that the Provost Office has gotten too large, I disagree with several of the suggestions for downsizing the Provost's office. In particular, as the senior academic officer, the Provost should retain most of the departments proposed to be moved to the VP of Faculty Affairs. Research is part of the academic mission and so I do not agree with the suggestion to move the VPR to the President's office. Academic advisors should not be removed from departments or, where appropriate, from colleges. Our advisors know our programs inside and out, are able to give high quality advice and direction to students because they have specialized in these programs and interact with faculty and know the classes, and they assist department/college leadership in structuring and restructuring programs and courses. There absolutely should be more support for students switching majors, and maybe a small central advising unit to handle issues like this and work with students. Centralizing all advisors, especially if this involves relocating them to one physical space or expecting advisors to specialize across multiple programs. Doing this would hurt the students, our ability to retain and develop advisors, and the department functioning and ability to offer courses needed by the students and have viable curricula.

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While I agree that the Office of the Provost has grown in a haphazard way and shape over the years, its independence and size is designed to resist or temper undue political pressure from outside forces. By "undue political pressure" I mean the occasional waves of political paranoia that appear: fear of communism in the 1950s, fear of campus radicalism in the 1960s and 1970s, fear of CRT in Texas today. Turning the Provost's Office into a larger Academic Success enterprise has a little merit, but removing faculty governance from it will diminish this office as well as a Faculty Affairs Office. This puts far more pressure on the President to govern perfectly, a challenging task for anyone. Without a strong Provost office, future Presidents will be lightning rods for everything, as will future Chancellors and Board of Regents. This kind of centralization might just politicize more things at this university, I fear. Also, centralizing Academic Advising away from colleges/departments is potentially creating ever more distance between academic units and their students which is not a good thing at all. Two very good things here, lest I seem too critical, are the elevation of Academic Success initiatives and especially the creation of an HSI office, which is sorely needed and which has lagged behind unconscionably in the last few years. Having raised HSI status with university administrators several years ago, I had hoped we would be further along toward a more intentional and thoughtful embrace of all that HSI status should

mean.

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Where does unit committed to supporting/advocating for faculty reside? Instructional Media Services move – need to ensure/maintain a unit dedicated to faculty and student quick response – especially for realtime classroom situations. Need to Clarify Research Specific Units remaining with VP of Research. Communications restructure – very much need communication support specifically focused on Division of Research (DOR) units and delivery of content, information, etc. that supports internal and external comms related to research and research activities. Research Facilities Operations to Facilities – does recommendation mean buildings or other facilities? Attending veterinarian and animal health staff must have control of all animal facilities and direct access. This is necessary to ensure animal health, as well as compliance standards and accreditation. Moreover certain research facilities require direct involvement by DOR personnel.

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What is Lorem Ipsum? Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book. It has survived not only five centuries, but also the leap into electronic typesetting, remaining essentially unchanged. It was popularised in the 1960s with the release of Letraset sheets containing Lorem Ipsum passages, and more recently with desktop publishing software like Aldus PageMaker including versions of Lorem Ipsum. Why do we use it? It is a long established fact that a reader will be distracted by the readable content of a page when looking at its layout. The point of using Lorem Ipsum is that it has a more-or-less normal distribution of letters, as opposed to using 'Content here, content here', making it look like readable English. Many desktop publishing packages and web page editors now use Lorem Ipsum as their default model text, and a search for 'lorem ipsum' will uncover many web sites still in their infancy. Various versions have evolved over the years, sometimes by accident, sometimes on purpose (injected humour and the like). Where does it come from? Contrary to popular belief, Lorem Ipsum is not simply random text. It has roots in a piece of classical Latin literature from 45 BC, making it over 2000 years old. Richard McClintock, a Latin professor at Hampden-Sydney College in Virginia, looked up one of the more obscure Latin words, consectetur, from a Lorem Ipsum passage, and going through the cites of the word in classical literature, discovered the undoubtable source. Lorem Ipsum comes from sections 1.10.32 and 1.10.33 of "de Finibus Bonorum et Malorum" (The Extremes of Good and Evil) by Cicero, written in 45 BC. This book is a treatise on the theory of ethics, very popular during the Renaissance. The first line of Lorem Ipsum, "Lorem ipsum dolor sit amet..", comes from a line in section 1.10.32. The standard chunk of Lorem Ipsum used since the 1500s is reproduced below for those interested. Sections 1.10.32 and 1.10.33 from "de Finibus Bonorum et Malorum" by Cicero are also reproduced in their exact original form, accompanied by English versions from the 1914 translation by H. Rackham. Where can I get some? There are many variations of passages of Lorem Ipsum available, but the majority have suffered alteration in some form, by injected humour, or randomised words which don't look even slightly believable. If you are going to use a passage of Lorem Ipsum, you need to be sure there isn't anything embarrassing hidden in the middle of text. All the Lorem Ipsum generators on the Internet tend to repeat predefined chunks as necessary, making this the first true generator on the Internet. It uses a dictionary of over 200 Latin words, combined with a handful of model sentence structures, to generate Lorem Ipsum which looks reasonable. The generated Lorem Ipsum is therefore always free from repetition, injected humour, or non-characteristic words etc.

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Virtually all major R1 Universities have a strong Provost's Office. The recommendations in this report significantly diminish the academic authority of the Provost's Office.

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Too much would be taken from the Provost's office. The opening statement is that the Provost office is too large and complex. Moving so much to the President means that the President's office becomes too large and complex. The Dean of Faculties should be retained, and the vacant position filled.

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This seems like a power grab. Provost's office is significantly weakened. Faculty need shared governance and taking away power from Provost and Dean of Faculties just makes the governance very very top heavy. We already lack shared governance, this power grab just makes it worse. Decentralizing advising is just going to make more work for everyone. Our advisors are amazing. They know our degree inside and out. They help with student success. They care a lot. Centralizing loses that personal touch and knowledge. It will just allow students to slip through the cracks and get misinformation if we lose departmental level advising. Our advisors know our faculty well and can provide a lot of specific advice and make our students feel like they aren't just a number.

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This restructuring (removing some offices and adding others to this department) makes sense to me, regarding specifically the business or administrative duties of the this particular office.

This report seems to remove a lot of power from the chief academic officer's office. I am concerned about removing all faculty affairs from the Provost Office. It is essential to ensure that the chief administrator over faculty is a faculty member and that faculty are involved in the selection of this person. Clarification and assurance of these two is critical. The idea that faculty hiring and firing decisions would be removed from the office of the chief academic officer raises big concerns and calls into question the primary educational, research, and service missions of the university. The repositioning of the office for diversity is also concerning. The proposal would relegate this critical function to an office with unrelated (and outward focused) responsibilities. As the report mentions, this institute has long standing DEI problems - a history that needs to be acknowledged. The way forward is to ensure DEI consideration in all essential missions of the university, and consideration of all people working and studying on campus full time. The proposal appears to remove independence and programmatic reach from this essential office. It also appears that the office will be focused exclusively on student issues, whereas this office has previously led (and been successful in) faculty recruitment and retention initiatives. There is a lot of evidence showing that the best way to increase the diversity of your student body is to increase your representation of diverse perspective and backgrounds among the faculty. Academic advisors should not be removed from departments or, where appropriate, from colleges. Our advisors know our programs inside and out, are able to give high quality advice and direction to students because they have specialized in these programs and interact with faculty and know the classes, and they assist department/college leadership in structuring and restructuring programs and courses. There absolutely should be more support for students switching majors, and maybe a small central advising unit to handle issues like this and work with students. Centralizing all advisors, especially if this involves relocating them to one physical space or expecting advisors to specialize across multiple programs. Doing this would hurt the students, our ability to retain and develop advisors, and the department functioning and ability to offer courses needed by the students and have viable curricula.

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This report is pathetic — let us hope no money was wasted on it. The recommendations are in exactly the wrong direction. But it is what one might expect from business management types who are obsessed with organization charts and expanding an already bloated bureaucracy, as opposed to aspirations of excellence, and of the quality of the experience of students and other members of the university community.

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This is an intriguing way to solicit feedback. The report has viable recommendations, and I concede that I am averse -- but neither am I sufficiently informed -- to comment on each segment or recommendation. I am glad to see, for example, that there is interest in setting up a college of "fine arts" -- which, in my opinion, is long overdue for us as a major institution. But I am concerned about the lack of faculty involvement in the development of this report. The consulting firm does not appear to be concerned with our status as an AAU university, or appreciate the sense of purpose that faculty have in meeting our mission as an AAU, Research 1 intensive, state university. I was offended to read that the "the College of Education and Human Development was mentioned as one where the lack of focus on the core mission of producing educators for the state and nation has negatively affected students and other units in the university." Is this a fact? Who said \*this\*? In what way have we lost our "focus" and who determined our "core mission" other than what we already know it to be? We produce educators, and some of our programs lead the nation in producing educators (check out our bilingual education program, for example). \*Whoever\* wrote this seems unconcerned with our mission in research and service, both of which befit our status in a Research 1. We have \*increased\* in national rankings over the years, we have developed innovative programs (apparently, the consultants were unconcerned with these, or did not recognize them as such), and many doctoral graduates are in faculty positions at other major institutions (and others, as well). We have the same mission as every other college on this campus. It seems to me that there is some "de facto" assumption that we are to be a lesser college in status, purpose and mission. It was appalling to read this dismissive, condescending and uninformed language about my college. It gives the clear impression that the consultants and those who participated in the report are determined to limit our impact and reduce status to that of a teacher's "normal" college from the early 20th Century. Or perhaps they know nothing of this history and these institutions?

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This is a major concern of all faculty I have encountered. No peer institution functions without a Provost as a Vice-President, or the equivalent. Researching and teaching are the primary mission of the university, and all teaching and faculty research should be governed by that office. The ombudsperson is someone who knows the rules. The faculty need and deserve an independent advocate. The

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This is a big move. If we change in this way, I would suggest a period of engagement with faculty / staff / students (this doesn't count, it is the first step) to ask what challenges they see in all of this and a period of planning to best manage negative outcomes and enhance the positive ones. For any big administrative changes - there should be a means of

ground truthing during the process of changing the way things are done to validate if outcomes are as intended or if unexpected challenges are emerging. Please keep in mind that too often around here there can be issues where administrators think things are fine, but if you just talk to the boots on the ground it is clear that things are not. Recently in our college we had an IT change and faculty/staff were upset about implementation. For a period of time the Dean's response was (our automated system tells us we have a 98% approval rate for IT). It turns out that there were problems with the way the data were collected and this resulted in a disconnect that was and continues to be disruptive for us (affecting class delivery, review requests, publication and grant related communications, etc). So - talking to live human beings and accepting their experiences as real is important. Blowing faculty/staff off because the automated system says we're happy, when we are telling administration that we are not, can lead to disconnects that lower morale, so please avoid these types of issues. I would encourage the administration to evaluate the transition from having the Research Foundation and the transition to Sponsored Research Services. There was a marked decrease in performance immediately and some faculty claim that quality never returned to the previous baseline. Please study that transition to determine what could have been done to improve the situation.

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This has already been implemented!

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There is a critical need to enhance biological and biomedical research at TAMU. It is a right and necessary move to enhance and strengthen existing program. In particular, integrating other biological programs from college outside COALS, e.g., Colleges of Education and Sciences, to COALS is essential. This is also the only way to made TAMU competitive among peers. Specifically, I recommend to include or integrate biological programs (from College of Science), biomedical programs (from Vet School), and kinesiology programs (from College of Education) into COALS.

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There are many very exceedingly valuable recommendations for this office, and ultimately a more focused and streamlined mission will help us recruit an amazing new Provost. I would suggest that the TAMU Career Center remain in the Provost's portfolio given that it is a pivotal foundation of student success and I respectfully suggest that the Career Center preserve its current model of embedding Career Services personnel within the colleges (dotted line reporting). The other recommendation that I wish to highlight concerns centralized advising. Please consider allowing time to study the effective advising structures currently in place in the (current) individual colleges given that it was beyond the scope of MGT's analysis to discuss college-level practices in support of student retention, experience, and success. We believe many of these impressive structures can scale-up and perhaps better achieve the stated goals than a centralized model. I'll add that I was thrilled with the recommendation to elevate the McAllen HEC!!

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There are a couple of problematic areas: 1. Why are Dean's still under the Provost and not under the VP for Faculty Affairs? 2. Who will oversee, provide guidance and mentor the Deans?

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The undergraduate advisor - student relationship is an important piece of the academic community at Texas A&M. Successful advising requires a deep understanding of the dept/major and an individualized approach to each student. Centralizing UG advising would take a more bureaucratic approach, reduce the feel of community among the dept, students, and advisors, and lack the personalized attention that each undergraduate requires.

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The traditional design of the Provost's brief to cover all academic matters should remain in place.

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The suggestion to centralize undergraduate advising seems very ill-advised, and does not reflect an understanding of the day-to-day activities of undergraduate advisors. Frankly, if advising services could be so uniform, we could just plain eliminate advisors and replace them with AI bots to give students feedback. The process that is implied as onerous is actually exactly what you want students to do before changing majors! They should consider the implications and talk to people from both the existing and planned future major before making a switch.

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The report seems to completely miss the point with diversity and inclusion. The word "diversity" is sprinkled throughout the report to suggest that this is something important, yet there are SO many ways that diversity is regarded as an afterthought, starting with the lack of clarity on the VP for Diversity position. It isn't clear whether and how that position will fit into the future organizational chart, and what responsibilities would remain with the VP for Diversity. Wow - there isn't even a box on this form to discuss Diversity and Inclusion which is why I am putting this here. The VP for Diversity is a KEY position at this university, and deserves more respect.

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The report proposes to strip the functions of the Provost Office to bare bones, which will give the president unlimited power. This is very dangerous in the long run for the university.

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The reorganization of Provost's Office, particularly with regard to student success, largely ignores the role of the office in graduate student success. The positive recommendation of many units leaving the office creates the great opportunity

to invest greater effort and resource into graduate programs, particularly growing doctoral programs and supporting distance MS programs. Furthermore, the MGT should consider recommending strengthening of ties between the VP for Research and the Dean of the Graduate and Professional School, thus advancing the critical role of research in our graduate programs at TAMU.

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The reorg of the provost's office seems ok

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The reorg of the Provost office to only focus on student success does not make sense. It seems to position is being tailored towards one person. The idea that the Provost's office has "s hindered the faculty's ability to perform the essential functions of education and research," seems pretty far-fetched. Again it sounds like the position is being tailored to [REDACTED].

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The removal of faculty issues such as promotion and tenure from the provost office is concerning and unclear the evidence to support such a decision. Other universities maintain P&T within the provost as decisions about faculty are central to supporting the educational mission and outcomes for undergrad and graduate programs. Separating these two seems like it has no evidence and that it will create a divide and potential for miscommunication. The centralization of academic advising is also concerning. First, changing majors shouldn't be easy but more importantly it is unclear that this will speed that up. As a faculty member who does research with undergraduates, our college level undergraduate advisor is an exemplary communicator with those students. She knows all her students, and has provided some of the most dedicated and talented undergraduate research assistants I have ever had. Having a central office does not show how it will improve service for the students or for faculty.

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The relocation of the Aggie Honor System Office to Student Affairs and away from the Provost Office is concerning. It signals that issues of academic integrity are student concerns and not tightly tied to concerns of the faculty. In addition, centralizing academic advising for all undergraduates seems like a laudable goal and may work well at smaller institutions. However, the scale and complexity of our undergraduate offerings presents challenges for centralized advising. We may lose a considerable amount of detailed departmental knowledge while we undergo this transition that could be detrimental to student success. The rationale that we should undertake centralized advising in order to address change of major is a false equivalent. Students change majors, not because advising is poor, but because they are forced to choose a major upon entry to the university when they have little or no experience on what the curriculum will be or what the major entails. Instead of making it easier to change majors, why don't we focus on the root issue of getting students to select a major that matches their goals and aptitude AFTER they have had time to explore options. Applaud the decision to raise the profile of McAllen. The Higher Education Center was built without taking into consideration some of the common student success services that are essential to student learning. There is no library, no writing center, no learning/student commons for students to gather and participate in group learning, etc. Students do not have the same access to resources, student organizations, campus assistance services, etc. Students are directed to access the College Station resources remotely. These students are not getting an equitable learning experience which needs to be addressed immediately, especially given that many of the students at McAllen fall into student demographics for underserved populations.

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The recommended changes to the Provost office already appear to be underway and I am agnostic. I agree that the VPR should report to the President and the scope of the office should be focused on academic (faculty affairs and teaching) issues.

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The recommendation to centralize advising will result in lower retention rates and increased time to graduation. Academic advisors are career counselors, academic coaches, and parental substitutes. They are the liaison between students and faculty, and help direct, and encourage, students to work with faculty. Because academic advisors are situated in departments and colleges, they are familiar with the faculty, the courses, and degree options with implications for career pathways. They have very detailed knowledge that is necessary for students –which courses to take, in what order, with whom, and how to succeed in them. Academic advisors deserve a career track, and more standardization of responsibilities from person to person – but there are many ways to accomplish this while still allowing them to serve students within their home department. Academic advisors specific to departments and colleges are key to retention and high 4-year graduation rates. Texas A&M will see an immediate deterioration of these key indicators with the proposed plan. Departments will need to create new positions to cover the responsibilities currently carried out by academic advisors - creating redundancy and increasing costs to the university. Students changing majors should be required to talk with a number of people who are knowledgeable about the programs and career paths of students in those fields. It is appropriate for students to change majors – but it should be a thoughtful and

careful process that is not undertaken lightly, but that requires guidance from knowledgeable advisors about the specific requirements and career options for different degree programs. No centralized advisor can provide this detailed information for every major in the university. Without strong, knowledgeable advising from both the department the student is leaving and the one they want to enter, students may change majors multiple times, increasing time to graduation.

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The recommendation to centralize academic advising should be summarily rejected. Changing majors is a life-altering decision. The process should be deliberate, methodical, and well-considered by the student ... not a one-stop shop and select process. Each of the 5 steps listed in the report is vital: talk to the current department advisor, talk to new potential department advisors (including General Studies), understand potential new degree requirements, submit request forms. These activities cannot be centralized because of the unique understanding needed of the different degrees, even within the same college. As one who arrived at this university many years ago with a primary goal to focus on students, as an professor, academic advisor, and program coordinator, I have met face-to-face with prospects (and parents), transfers, freshmen excited about the department (and wish to meet with the department staff) as well as students undergoing challenges and students who need to change majors. But, without a doubt, the academic advisors at the department know the specifics of the department (degree plan, prerequisites, multiple options, course substitutes, career opportunities) best. These details are too specific to be put in the hands of general advisors. Too many times, students (maybe transfers, or from other colleges within A&M) discover that advice given by others has been well-intended, but not correct and a set-back. I offer two suggestions ... (1) add resources to each department to increase the advising staff at that organizational level and (2) if the student's decision time is too limited by Howdy deadlines, then explore methods to open that window. Our university's number one mission must be how to best serve students. Recommendations to consolidate academic advising for organization effectiveness and resource management for economy indicate flaws in the team's understanding of the primary mission of Texas A&M University.

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The provost's office obviously had undergone mission creep and many of the functions needed to be reassigned. If, however, the mission is merely academic, then the deans, who have a wider managerial brief, should report to the president and not to the provost, especially if the latter has no purse strings.

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The provost should manage academic and faculty. If IT doesn't report to the provost, and only to the president, then some mechanism to insure the adequate prioritization of academic related IT issues needs to be in place.

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The provost office, if reconfigured, will be significantly weaker. Maybe that is what is desired. That seems like a bad idea in a giant university. The Provost is the highest academic officer. It just is. Why weaken the highest academic office?! As long as I've been here we've had terrible Provosts--we need a strong academic leader, and no provost worth anything would take such a weakened position.

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The provost office needs to be preserved as an office maintaining programmatic efforts to boost research and faculty resources. The integrity of T&P and shared governance require this, minimally. There is no need to transform it into a student-focused office exclusively.

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The proposed restructuring offers an opportunity to focus on the education and academic mission; this is far superior to the previous model, developed under Karan Watson, to centralize reports to the Provost. I see only benefits in the restructuring as the current form is unwieldy and ineffective. There are specific concerns to the form of this restructuring that require more detail and attention. Centralization of academic advising is highly problematic. I think that the College-level academic advising model that one sees in Geosciences may be a middle ground -- it is not by department but organized through and under the Associate Dean of Academic Affairs. There is coordination through those direct reports, and yet at the same time, there is a level of contact and knowledge about majors and students that will be lost centralization. So this moderate centralization with the Colleges would be a way to achieve the goals of the report without going too far to the detriment of students. I was disappointed that the report did not address some of the major issues with OGAPS/GPS. The Graduate office is highly unorganized, does not provide adequate information or service, and seems to miss the mark in terms of service to the students. I have been at TAMU for almost 20 years, and for most of them I have had graduate students navigate complex processes that are always changing. There is poor communication between leadership and staff, and staff and students with a byzantine platform and website to figure out the policies and processes. Perhaps this is a leadership issue, but it is equally problematic as other challenges in the university.

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The proposed move of the VPR reporting to the President is an excellent move and in line with other peer institutions. Removing the DoF from purview of the Provost is not in line with peer institutions and is justified by several vague and

unsubstantiated statements that the DoF does a poor job. Removing faculty affairs from Provost duties is counter to the model used at peer institutions and amounts to a power grab by the Office of the President. Planned centralization of advising will be a disaster. Only advisors in different units have the program knowledge to advise students on different courses that apply to different degree plans offered. It is fantasy to think that advisors in a central facility would have the knowledge needed to advise students from units with fundamental differences in degree plans (e.g. engineering, liberal arts, science, business, architecture) . Such an office will diminish advising effectiveness, the student experience and will lead to increased time to degree.

The proposed elimination of the current VP and Associate Provost for Diversity and the incorporation of DEI activities under the Office of Undergraduate Recruitment would be a serious mistake, and a big step in the wrong direction for Texas A&M. TAMU has an unhappy history in this area, and it has only recently been able to make significant progress in recruiting and retaining students, faculty and staff from under-represented groups.

The proposed division of responsibility for academic program planning and development and faculty issues is unwise. Decisions about academic program development should be made hand-in-hand with decisions about the deployment of resources to hire, develop, and retain faculty members. Preserving these functions together in the office of the provost ensures that these considerations are balanced and coordinated.

The proposed changes to the Provost office is long time coming. the provost office had become unwieldy as a result was unable to focus on faculty excellence. VP for DEI must have a cabinet rank.

The proposed changes to the Office of the Provost is unlikely to solve the stated problems. With consolidated power at the President's level, too much sway of one office is likely to lead to unbalanced decision making across the University. Centralizing undergraduate academic advising, on paper, seems to be a positive. But, in reality, centralizing this will lead to loss of specialty. The finding that "decentralized with advisors siloed in individual department of colleges" is stated as a negative ignores the boots-on-the-ground need for the Undergraduate students. This is the way it should be. The reason for this is that Undergraduate students receive more personalized and up-to-date information in this current mechanism of advising. Centralizing will lead to brain-drain and a loss of adequate advising.

The proposed changes make the Provost Office less influential in the academic matters of the university. Centralizing undergraduate academic advising is a bad idea. Academic advising must be improved across the university, but centralization is the answer for it. Elevating the McAllen program requires significant investment of resources, not just changes to the reporting structure.

The proposed changes here are disproportionate and, sometimes, unjustified. For example, "Data and Research Services" to "Finance" (does not make sense); "Education Abroad" does not fit the charge of "Academic and Strategic Collaborations"; "Academy for the Visual and Performing Arts" should be either under the umbrella of the new (?) "School of Visual and Performing Arts" or under the College of Arts and Science. The most striking change that seems to find opposition from every single unit is "Centralize undergraduate academic advising". This will be very harmful to students. Some procedures and more clerical aspects of advising can be centralized or unified or optimized, but the advising of each major should remain within the units, as they have the curricular and career-focused expertise that will be lost with a broad/generic advising system. I am strongly opposed to the change. Finally, the office of the Assoc Provost for Undergraduate Studies has operated remarkably well under the current structure. The proposed changes are stripping it from many of its current function and moving them with no good reason to other offices (such as Academic Affairs and Strategic Initiatives).

The movement of all those units to VP units is worrisome.... VP's are appointed right? Provosts and Associate Provosts are positioned through processes of shared governance and thus potentially represent the faculty and the students.

The idea of centralized undergraduate advising will hurt the students and the programs. The students may be able to visit a smaller amount of offices. However, the quality of the advising they will receive will suffer dramatically. It will cost the students the semesters and years of lost time and money. An advisor has to be local in order to know all the details of a particular major and how it overlaps/interacts with other majors. A "centralized" advisor will just rubber-stamp whatever bad decision a student will make as long as it does not violate any regulations.

The first change that I am grateful to see is the restructuring of the Provost's Office. Removal of the proposed unit and reassigning them to more appropriate tracks should help streamline processes and increase efficiency. From the Rationale Section, I work closely with the Aggie Honor System Office and watched it decrease in efficiency when it was transferred to the Provost's office. The AHSO will do better with Student Affairs, from whence it came.

The findings and proposal seem reasonable.

The evaluation of the Office of the Provost includes some potentially useful recommendations as well as some ideas that need to be countered. First, centralized advising could work well if implemented wisely. However, the current model, which is based in departments and colleges, is not broken, and it actually seems to work quite well. Perhaps its greatest shortcoming is the paucity of advancement opportunities for excellent advisors, and this is one thing that could be remedied by the proposed centralization. If centralization is pursued, the most important component to retain would be advisor expertise in specific degree programs. This could be accomplished by assigning an individual advisor to students in a particular department to ensure appropriate expertise regarding the intricacies of that department's degree(s). Second, the assessments and recommendations about student, faculty, and staff diversity are off the mark and oversimplified. Frankly, they are politicized. It is astounding that MGT identifies as a threat (p. 110) that "TAMU has historically been conservative and slow to change regarding diversity issues." On what basis does MGT conclude that conservative political views are a threat to the university? MGT does not have the prerogative to denounce certain political views or to advocate the political agenda for a pluralistic public university. The administration should take the firm's political bias into consideration when deciding which recommendations to implement. In fact, the administration needs to take a hard look at how the diversity issue is already being used to advance an illiberal political agenda that suppresses free expression and splinters the campus community into representative classes. This university could be a great light among all public universities in the U.S. if it were to stand up against this divisiveness and instead treat every individual as having equal and immeasurable worth. Third, the MGT report says little about academic assessment, but this is an issue that needs to be addressed. The comprehensive restructuring that is being proposed offers a good opportunity for the university to come to terms with the heavy burden that is placed upon departments through curricular assessment. This is a burden that only grows heavier with each passing year. Let me be so bold as to suggest that this university should abolish assessment. This single step would greatly free up the faculty and staff to be more productive, and it would save the university a large amount of money. Some would no doubt argue that this move would damage academic quality, but that simply is not the case. Professors are not motivated to teach well because they pay attention to assessment reports. They strive for teaching excellence because they love their disciplines and care about students.

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The diminishment of the Provost's office and removal of the office for DEI is unsettling. The messaging in the report basically is, yes, we see DEI as an area for improvement but we aren't going to take it seriously and are actually going to do less.

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The centralization of undergraduate academic advising has the potential to lose the unique knowledge and relationships that department/college level advisors have with students. Areas of the change of major process should be examined for potential streamlining, but the overall process of changing a major should require careful consideration from students.

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The centralization in AgriLife has destroyed several well-run support systems. We are now struggling with insufficient and unexperienced administrative support; the graduate advising is a disaster - no experience/hard to reach/no clear chain of command.....These centralization-associated problems have caused so much frustration and consumed so much of faculty's time. This has been a killer of our productivity and morale.

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The appointment/re-appointment process and credentialing of faculty is much too slow. I applaud moving faculty affairs to the president's office to perhaps create some efficiencies and accountability in that respect.

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The Report criticizes the University as for its "decentralization" and fragmentation, then advocates creating more decentralization and fragmentation by restructuring the Provost Office. The job of overall internal responsibility should ultimately remain in the hands of one office - the Provost - with support given to achieve the different missions administered through that office.

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The Provost, as the chief academic officer, should also be the primary point of contact for faculty. I understand why the research arm may have a different reporting structure because there are researchers who don't teach, but the same logic doesn't hold true for academics.

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The Provost's office has had too much under it for a long time. Streamlining will make it more effective. I support the recommendations here.

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The Provost should remain the chief academic officer with both academic and faculty oversight. Reducing the current Provost duties is a good idea, but the university still needs a strong provost with the right combination of responsibilities and authorities. The trend of centralizing power around the President works only if future Presidents are as engaged as the current one. My experience is that Provosts often fill the leadership gaps when Presidents are disengaged.

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The Provost Office should remain intact. No power should be transferred to the President. The concept of "shared



governance" is not compatible with the proposal to give more power to the President, who is appointed by the Board of Regents without any input from faculty.

The Provost Office provides a valuable and essential service to oversee the academic function of the University. While the President has the final decision, the President's office also has many other responsibilities both operational and strategic. This makes sense that academic matters reside in a separate office that has a certain level of autonomy. This is crucial in faculty matters including tenure / promotion, academic freedom and other issues of self-governance. The faculty are a critical stakeholder at the University and need an office responsive to our input and perspective.

The Provost Office has been a political revolving door, and has lacked positive leadership for years. A previous provost was in total conflict with the President and Faculty.

The MGT Plan makes sense--the Provost has taken on far too much and there have been delays. Without the protection of the Provost the Aggie Honor Council is likely to be pressured by Student Affairs to find in favor of students rather than serve as an impartial upholder of the Honor Code. A&M had centralized academic advising when I arrived, then shifted it to departments--most of the best advisors have a strong loyalty to their department that will be impossible to achieve in a centralized system

The Center for Teaching Excellence should be under the VP for faculty affairs. There should be a VP for DEI-A, and the Emerging HSI should be under there, along with a center for first generation students. Engineering should not be part of the central advising.

The AHSO is behind on cases due to an influx of cases from COVID as well as not enough faculty/student members to serve on hearings. There is no direct relation between the business of the Provost's office and the efficiency of the AHSO (which is running quite well). Furthermore, moving the AHSO to Student Affairs might impact faculty involvement. The Dean of Faculties should remain so that there is some objectivity (and faculty advocacy) in T&P. We are far too large for centralized advising. Content specialists are needed for advising students on degree plans because there are many 'what ifs' that advisors encounter. These are not readily apparent by looking at degree plans.

The proposal to move the office for Diversity and Inclusion to what is essentially an "outward" looking part of the university (one aimed at presenting the university to the community) is deeply problematic. We need to MAKE the university more diverse and inclusive, not (falsely) tell outsiders that we are.

Texas A&M ranks 8th in endowment, but does not rank anywhere close to that overall as a university. Why? In general I find the report is sensible, with many well researched and thought out recommendations. It is focused more on organizational structure than providing some explanation of the underlying mechanisms and remedies for why A&M has the problems that it does. If implemented, the changes could save significant funds that could be used to improve the quality of the faculty and facilities. I encourage you to have the strength of leadership to implement the report's recommendations. I think there are several areas missing from the report, 1) an analysis of how Texas A&M came to be so untenably bureaucratic, disorganized, and silo decentralized 2) and relatedly why it is so difficult to be innovative at A&M, and 3) why A&M is not competitive with the market, 4) why A&M is so focused on undergraduate education to the detriment of the graduate programs, and 5) the lack of convenient and wholesome food on campus--which could be one of the assets to address the need for artisan and cultural diversity. I suggest one of the fundamental reasons for this is that the policies and procedures and management of A&M confuse rank in hierarchy with rank in profession. Junior faculty are encouraged to engage in all sorts of nonsense bureaucratic committee work that represents goal displacement and mission drift. Bureaucratic fiefdoms arise around this work and faculty get rewards for it and then it is defended fearlessly. The same effort could go into professional organizing work instead that then would help junior faculty in their profession, not compete for positions in the A&M hierarchy, and get to be known in their profession and have a citation count of note. It takes two years to get a new course through all the curriculum committees who hold things up from reasons like the abstract has 51 words rather than 50. Many of the faculty have their degrees from Texas A&M--there should be a hiring freeze on this practice. I participated in one promotion case to full professor brought by a faculty person who was the dissertation adviser to the faculty member seeking promotion. I was horrified by this and expressed so only to receive a negative sanction. In addition to implementing new more centralized and less duplicative organizational structure, which does matter, also spend time on professionalizing the organization. I have mentioned this before and was told that the bureaucratic nature of A&M is due to the Texas Legislature rules and regulations. This is not what I observe. I think it is due to the culture of the faculty to invest in the hierarchy, rather than their profession. The comment in the report on the composition of the academic senate is telling. In my department we have instructional faculty teaching Ph.D. students rather than the faculty most qualified because of the idiosyncratic use

of rules. This is unfair to the students, and in the collective, negatively affects the reputation of the university.

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Texas A&M may be large and it may feel corporate at the top; but the Provost and the Provost's Office play critical roles in University life. The rationale for changing it appears weak in the report. Moving the duties of an independent Provost Office that is responsive to faculty concerns to a unit under the control of the President is not needed to fix a perception (unsubstantiated) of inefficiencies in decision-making by the Provost's Office. For example, getting rid of the office of the Dean of Faculties? The Dean is removed in one bullet point without an explanation. People may argue about how many Deans there should be, but this is one Dean that is hard to argue away. Faculty Affairs belongs with the Provost, not the President. Another specific example of inefficiencies created by the Provost's Office, which is a poor example indeed, was the issue of the Honor System Office assessing Spring 2021 cases. Given the extraordinary number of cheating violations reported when classrooms and testing went virtual, among the other challenges presented of COVID-19, it was astonishing that the Report would cite this as an inefficiency and not acknowledge that no matter where the Honors System Office was located, this was an unprecedented situation that would have presented challenges. It is certainly possible to make the Provost's Office staff and budget commensurate with what it needs to do without moving core responsibilities, such as faculty affairs, to the President's Office. Many other proposed changes are troubling and I cannot discuss them all. For example, I think that having Academic IT distinct from "Central" IT is critical because the needs of academics for IT differ, even by discipline, from the needs perceived by Information Technology.

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Taking away all faculty issues from the Provost office does not seem like a healthy or legitimate approach from a governance perspective. The Provost office should be overseeing faculty affairs. The President has to be far-sighted enough to realize that she will not be President forever and so it does not make sense to consolidate so much power in the President's office which might be very difficult to undo in the future. This consolidation creates potential for undue conflict or perceptions of a power grab. While the report makes recommendation to centralize essentially every service, there are no tradeoffs discussed. This is particularly relevant in the case of academic advising which will suffer tremendously if it is centralized. Students need much more advising beyond courses need to change a major. Advising is the one place where students get personalized service and the advisors if working closely with a department or unit can facilitate student connections with faculty, high impact activities within their department, and so many other opportunities. This would not be possible with a one-stop advising office where it is impossible for some folks to have all information about all programs.

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TAMU is doing a great job prioritizing meeting the needs of all Texans (and non-Texans as well)

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Strongly support Recommendation 1. The provost office is an area where the red tape and bottlenecks of the university are most pronounced. These changes will improve its focus. Oppose Recommendation 2. I'm concerned high-performing, focused students will not be able to have advisors with expertise in their major curriculum. The risk of getting bad advice from an advisor without expertise in your major is much higher than the complications involved in changing majors. The goals here can be accomplished in other ways. If you want to change majors, it makes sense that you should talk to an advisor in both departments. No opinion on Recommendation 3.

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Streamlining and eliminating redundancy in the Provost Office is an excellent idea.

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Some of the recommendations to streamline the Provost Office make sense; however, the recommendation to centralize undergraduate academic advising is a terrible idea. The university has already taken advising out of the departments and placed them at the college level, I believe as a result of the 2018 report that the MGT report quotes. What the MGT report doesn't reveal is that as a result of centralizing at the college level, we have found that students' needs are NOT being met as well as they were when the advisors were in the departments. The advisors often don't know the nuances of relationships among courses and degree plans; they may not be aware of why certain courses may/may not be substituted for others; they may not be aware of course options to meet needs of degree plans. Furthermore, we've found that students have a much more difficult time meeting with advisors or when they've been given erroneous information by advisors, meeting with department personnel who can help them correct the problems. Furthermore, we've had a very difficult time keeping advisors, and every time an advisor leaves, it takes months to train new ones, and in that time, students fall through the advising cracks. Centralizing advising has already proven to be a mistake. Moving it to the university level will be a disaster.

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Since system and university leadership has stated they are interested in how realignment and restructuring might bring about greater efficiencies, transparency, and effectiveness with the ultimate goal of improving student success, why not further explore how the greater integration of athletics into the broader university structure might improve

opportunities and outcomes for student-athletes at the university? There are certainly peer institutions in the SEC (e.g., Vanderbilt) and beyond (e.g., Stanford) that have done so. I know this was not a focus or recommendation in the report, but it might be something worth at least studying.

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Seems weaker.

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Restore the reporting lines for the Office of Diversity so that it reports to both the President and the Provost, as there are both university functions and academic considerations for diversity. Additionally, it should not be subsumed in the VP for Academic and Strategic Partnerships office, as this office has a different focus and audience.

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Reply to Recommendation #3: Elevate the Higher Education Center at McAllen by establishing a clear leadership structure of the Higher Education Center at McAllen. It is essential to separate managerial leadership from transformative leadership and customize the structure to fulfill the needs of this population-specific community. a. Transformational leadership can continue reporting to the Provost office and lead the program expansion, marketing, and recruiting. Hire dedicated personnel(s) to specialize in the marketing of the McAllen program in the Rio Grande Valley region. b. Have managerial leadership in-house to oversee student performance and work on initiatives for student success. Considering the fact that all the faculty members are distant employees, managerial leaders are expected to serve as a conduit between the academic and administrative needs of the faculty members at McAllen. Consider multitasking is part of the daily work for some staff and could potentially be challenging and daunting, managerial leaders are also expected to assist staff in maintaining a smooth and balanced workflow with clear expectations from their supervisor(s). As the McAllen program expands, managerial leaders will also help determine the essential needs and sources to support the program expansion and the hiring and retaining of staff and faculty. c. Faculty and Staff liaisons should coordinate between faculty, staff and the administration, and students. They should support the professional growth and interests of staff and faculty by helping to create a positive and supportive work environment focused on the overall success of the McAllen Program.

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Reorganization is probably the correct way to increase institutional effectiveness. Moving some administrative functions from the Provost to other administrative units makes sense. Caution should be taken to carefully evaluate the impact such moves would have on student and faculty success. Staff and administrative positions should decrease as these realignments are made...not increase. How will eliminating the Dean of Faculty and changing this to a VP level position really change anything? If the new VP of Faculty Affairs is to work directly with the Provost, then why have them in another administrative structure? Give the former DoF the correct resources and that office would have been fine. Although these positions appear to be moving from the Office of the Provost, my guess is that it will be a huge increase in administrative burden.

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Removing the VP for Research from the Provost's office seems to risk dividing up the core academic functions of the university - research and teaching are \*both\* core to the academic mission and seem like they should both be under the Provost. Removing research suggests that the university thinks research is not part of "the academic mission of achieving excellence".

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Removing enrollment services from the Provost Office may lead to more efficiency. However, I have concerns about the complete separation of faculty and academic affairs. I have given a great deal of thought to the idea centralization of advising. My belief that this moves sacrifices quality to solve a problem rather than focusing on solving the exact problem that exists.

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Removing Faculty Senate from Provost office under guise of focusing on student academic success seems to imply that the faculty aren't a key part of student academic success. Perhaps more importantly, though, moving the Honor System Office out of the department mostly focused on academic success seems to imply that integrity and other things the Honors System Office are concerned about are somehow more about lifestyle and student satisfaction rather than a key part of what it means to be academically successful. Centralizing advising seems a bit odd, given the importance of connections between advisors and the departments they serve and understanding the situations, offerings, etc. of the department due to local factors. I think moving the advisors away would increase the difficulty of their jobs.

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Regarding, Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences: The University Libraries support the university mission of teaching, research, and scholarship through a wide range of services, programs, and initiatives --we do not serve any one specific college but all colleges; we do not serve any one specific user group (undergraduate students, graduate students, faculty members, staff) but all users groups. Our services, resources, and physical facilities that support research and learning are as diverse as the user groups we service across all the disciplines. This requires our faculty and staff to work

collaboratively across units and libraries to best serve our users. It also requires that the Libraries remain independent from any one college in order to maintain its structural integrity and ability to serve all equally. MGT's recommendation to provide a "home" for our faculty librarians within a department under the new College of Arts and Science defies logic. The OU model completely ignored the fact that while OU does have a School of Library and Information Studies, it also has a separate University Libraries system with faculty and a "Dean of University Libraries" that reports to the Provost. See: <https://ou.edu/provost/about/provost-direct-units> Finding a "home" for our faculty librarians within a department under the new College of Arts and Science defies logic. This would decentralize a system that works to serve all of the TAMU community and narrow the reach of our librarians to a limited audience of students. It also assumes all our faculty librarians have the same expertise and provide the same academic support to the same users -namely students. This is not the case. Our librarians possess a variety of specialities including metadata experts, scholarly communication experts, curatorial experts, preservation experts, data management experts, user experience and service design experts, collection development and electronic resource access experts, liaison and disciplinary experts, and more. MGT has also recommended that under this new organizational umbrella within Arts and Science the Libraries would have the "opportunity to design and deliver a learning commons model". It is clear that MGT did not consult with anyone in the library nor did they look at our websites to see that this model is already in place in some of our facilities. The University Writing Center is housed within the Evans Library and has a satellite location at the "Business Library & Collaborations Commons" on the west side of campus. We also work with the Academic Success Center and Student Success Center to provide space for student tutoring and student advising services in our 24/5 locations. We partner with OAL and provide students with OAL computers and printers in all our buildings, as well as have an OAL lab within the Business Library. We would love to collaborate more with these groups, as well as others on campus, but our public study space for students is not an unlimited resource/footprint. We constantly have to assess and balance the utilization of our spaces to ensure we are meeting the varied needs of our users, particularly our student population who make the most use of our public spaces. We also have to balance this with dedicated space for collections and our employees. Student enrollment continues to increase, the most recent build for the Libraries was the addition of the Annex building to Evans library in 1999. I would also like to point out that there is no mention by MGT of how merging the Libraries within the College of Arts and Science would provide us with this "opportunity to design and deliver" an information commons model? Overall, one could argue the Libraries serve as an excellent model on campus in terms of our ability to balance competing needs of our users: research vs. instructional services; study space for students vs. collection space for researchers; disciplinary support to departments for research and curricular needs vs. functional support models and faculty expertise for programs and services such as systematic reviews, data management, open access and copyright, information literacy, and more. Our faculty librarians support both the student side of a higher ed's mission and the research side in support of faculty and graduate researchers. We do it all. As a tier 1 research facility, the Libraries need to be able to work with the entire academic community in partnership with the other college deans and reporting to the Provost helps to ensure this.

Regarding centralization of undergraduate academic advising: the core finding, regarding student changing their major, is accurate, but (1) the "time consuming and daunting" process is not contextualized and (2) the "siloe" claim is not accurate (p. 14), leading to a flawed recommendation #2. Regarding the first point, there are reasons why students should go through a process, which has been much streamlined in the past year, thanks to the work of a group including [REDACTED], EIS, and academic advisors. If students do not follow a process, they can increase their time to graduation and take unnecessary courses. Across the university, degree plans vary wildly in terms of required courses for the major (some having many free electives and others have none) and pre-requisite courses. Some programs have strict GPA requirements, and others (such as some in my College, Geosciences) welcome change of curriculum students below 2.0 GPA on a probationary basis. Training centralized advisors in all these requirements and course sequences would be daunting across our diverse degree programs and not enriching for the staff charged with working with students. Regarding the second point, it is not true that academic advising is decentralized. In my College, we centralize training and processes, to ensure consistency and process back-up. Our advisors are in constant discussion with each other and their supervisor, working as a team and not "siloe," as the report argues. This leads to a positive work environment for them, partly because they are able to see students progress and evolve through the four years of an undergraduate degree program. Moreover, we encourage advisors to participate in advisor-focused networks and professional development. In addition, students have strong connections to an advisor who is with them for the entire degree program. Certainly, we can do better by working productively with HR to create more consistent advising roles/responsibilities and a clearer career ladder, but extreme centralization of academic advising processes will have

negative consequences for staff morale and student engagement and progress to the degree. At least, we should be cautious in implementing this recommendation and consider "what kind of decentralization for what kind of advising for what kind of degree programs?" and focus on the core challenges of academic advising.

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Regarding Recommendation #2: Centralize undergraduate academic advising: I am not sure of the details here, but one positive aspect I would point out in having advisors based in each major is their knowledge of that specific discipline and the ability to provide the best feedback and guidance to students. I'm not sure this would be the case with centralization of advising

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Regarding Recommendation #2, centralizing undergraduate advising services: Advisors need academic-department-specific knowledge, knowledge that is gained working within and for a department, knowledge that is lost when advisors are assigned to some centralized operation and expected to know everything about UG requirements across campus. Jack of all trades, master of none. I'd be very careful in just assuming that centralization is an unmitigated good, either for delivery of quality advising services or for financial efficiency.

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Regarding Finding #2, the centralization of academic advising. I can understand the financial and organizational incentives behind centralization of student advising, but in my experience it is already leading to something of a disconnect between advisors and faculty. A key to graduating happy and engaged students is to making them feel more connected to their departments and faculty. The advisor could and should be that bridge. When our department's undergraduate advisor moved to another building and a centralized advising office a few years ago we lost the daily (or at least weekly) interactions and exchanges of information that acquainted both the advisor and the faculty with current needs of our students and with recommendations that made all of us more effective in our roles. He might as well have moved to Siberia in terms of his accessibility to the department faculty. The person presently in that role may be doing a good job, but I no longer have any updates. Moving all advisors away from departments creates barriers. Perhaps the university should rely on a two-level system, with a centralized office of advisors for each college, individuals who can serve as a clearing house of general information and guidance for our students needing guidance about majors. From there students could be directed to department-level advisors who provide specific information about department faculty, academic requirements, opportunities. Our department currently has a dynamic and proactive graduate advisor and she has improved our effectiveness in guiding our grads in a manner I have not seen in three decades at the university. A well-trained, motivated, and adequately-paid person of her caliber in our department's undergrad advising office could work miracles. This is an aspect of student support where the university should avoid shortcuts.

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Refocusing the Provost's office onto academic excellence and moving all other current functions elsewhere will do much to elevate this university. This is very constructive proposed change and if executed well, we will be accelerated.

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Redistributing many of the functions of the Provost Office makes sense. Transferring Tenure and Promotion to Faculty Affairs is problematic. T&P is one of the most important academic activities and deserves the attention of the chief academic officer.

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Recommendation 2 is seriously flawed. Centralizing undergraduate advising would have the effect of disconnecting students from the academic center of most relevance to them. Advising requires that the advisor serve as representative of the program to the student and representative of the student to the department and deans. The first of these activities requires close interaction with the department and an understanding of the goals of the major's academic curriculum, not merely the rules. The second of these again requires close interaction with department and college in order to advocate effectively for the student. There certainly are some functions that could be centralized or automated--most obviously the handling of Q-drops--but viewing the advisor's role as cookie cutter interchangeable misses the point of the academic enterprise.

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Recommendation 1: I hate to see the Dean of Faculties Position go. A good Dean of Faculties can focus on faculty issues (tenure, promotion) and provide independent advice to faculty concerning how to deal with problematic Department Heads and Deans. I would be reluctant to take my concerns about a biased or bigoted Dean or Department Head to the Vice President of Faculty Affairs, who reports directly to the president. Fortunately - my college and department have a great leadership team. But if we had an alcoholic dean or department head (it has happened), our best option would be the Faculty Ombudsman - a person who has no influence over major decisions. Moving the Aggie Honor Council to Student Affairs takes the process of addressing plagiarism and cheating out of the hands of the faculty and the Academic Units, and reinforces student perception that faculty are equivalent to 'teaching staff'. Cheating and plagiarism have evolved and will continue to evolve as the internet evolves. Faculty may have to change the way we teach and assess students in order to preserve the quality of education at Texas A&M. For this to happen, the Aggie Honor Council should

stay in the Faculty Affairs side of the University. That said, I think the Aggie Honor Council needs to be able to hire more staff - it's rather unfair to increase the size of the student body without increasing the size of the Aggie Honor Council and then criticize them because they can't handle cases quickly enough. Recommendation 2 - Centralize undergraduate academic advising. The core finding, regarding students changing their major, is accurate, but (1) the "time consuming and daunting" process is not contextualized and (2) the "siloed" claim is not accurate (p. 14), leading to a flawed recommendation. First, the process of changing majors has been streamlined in the past year, thanks to the work of a group including [REDACTED], EIS, and academic advisors. If students do not follow a process, they can increase their time to graduation and take unnecessary courses. Across the university, degree plans vary wildly in terms of required courses for the major (some having many free electives and others have none) and pre-requisite courses. Some programs have strict GPA requirements, and others (such as some in my College, Geosciences) welcome change of curriculum students below 2.0 GPA on a probationary basis. Training centralized advisors in all these requirements and course sequences would be daunting across our diverse degree programs and not enriching for the staff charged with working with students. No staff advisor can be an expert in all of the undergraduate majors at Texas A&M - inevitably some majors will be overlooked. Finally, education is never wasted, and students who transfer from different majors have skill sets and insights that students who enter college and finish in one major don't develop. Having these students in upper level classes is good for everyone - they provide academic cross-pollination. In the College of Geoscience, we centralize training and processes, to ensure consistency and process back-up. Our advisors are in constant discussion with each other and their supervisor, working as a team and not "siloed," as the report argues. Our staff advisors see students progress and evolve through the four years of an undergraduate degree program and our students have strong connections to an advisor who is with them for the entire degree program. Faculty members can rely on our staff advisor to recommend ways to motivate underperforming students. Having a dedicated staff advisor within the Department is essential for student success in our Department. Finally, staff advisors give our students the sense that they belong to the Aggie Geoscience family. Extreme centralization of academic advising processes will have negative consequences for staff morale and student engagement and progress to the degree. At least, we should be cautious in implementing this recommendation and consider "what kind of decentralization for what kind of advising for what kind of degree programs?" and focus on the core challenges of academic advising. That said - my Dean of Students supports the idea of working productively with HR to create more consistent advising roles/responsibilities and a clearer career ladder for Staff Advisors.

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Recommendation 1 I agree with the proposed reorganization. Recommendation 2 It is important to keep advising at a departmental level. Advisors do much more than process forms. They need to know degree requirements and the students they are advising so they can give help and advice. For the example in the report, interaction with both current and new department is important when changing majors. Recommendation 3 McAllen needs closer coordination with College Station departments. Ensure that a given course (PHYS 206, for example) gives the same student experience and grade assignment as the course at College Station.

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Recommendation #3: Elevate the Higher Education Center at McAllen Faculty Feedback: It's fantastic that you want to improve McAllen's higher education center (HECM). One thing to remember is that elevating the higher education center will not happen unless you take care of the faculty who teach there. Unfortunately, HECM does not have a faculty representative. I hope you appoint someone to oversee faculty development and needs. There are also many facilities on campus that are required for campus growth but are lacking at HECM, such as a library, open access computer lab, and recreation center.

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Recommendation #2: "Centralize undergraduate academic advising" should absolutely NOT be instituted. Holding academic advising positions within colleges and departments allows the academic advisors to know the details of individual majors and provides individualized advising so that students feel attached to a college/department that cares about their success. Advising that is individualized for majors is critical for maintaining student success and centralizing advising could lengthen time to degree and lower student retention. The steps to change a major can be reduced and a uniform pay structure for academic advisors could be implemented across the university without centralizing academic advising.

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Recommendation #2 Centralize undergraduate academic advising This recommendation is motivated by the finding that students often change majors. That is indeed true and it is worth streamlining that process. But it is even more important to have academic advisers that are intimately familiar with the particular needs of each academic program, such as the optimal sequencing of courses to reduce time to graduation. The danger with centralization is that academic advising is treated as a fungible resource and the importance of specialized program-specific knowledge is diluted. Fully

embedding academic advisers in the department/program is essential to preserving that specialized knowledge. If centralization cannot ensure that, it could result in students receiving lower quality program-specific advice, with negative outcomes such as lower graduation rates and longer degree completion times, outweighing the benefits of streamlining the change of majors.

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**Recommendation #2 Centralize undergraduate academic advising** It appears that the proposal to centralize undergraduate academic advising is trying to solve one problem--facilitating changes in majors--but seems likely to create a different problem, which is that centralized advising is unlikely to be as helpful to students of a particular major as an advisor associated with the department offering the major. In my experience, departmental advisors are very good at providing students with information not only about requirements, but also about course content, research opportunities, etc. They may not be as familiar with the details about another major, but they can certainly help students navigate the initial steps of investigating other majors. I am concerned because the stated goal of providing "a consistent, streamlined advising experience for students" doesn't take into account that student advising is not a manufacturing process that can be optimized and made maximally efficient. There is an inherent inefficiency in all academic processes because we are dealing with people and, specifically, with young adults who come to us with varying backgrounds and different life experiences.

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**Recommendation #2 Centralize undergraduate academic advising** A cadre of centralized Academic Advisors would be valuable in helping students select a new major. However, each department needs one or more in-house Advisors. The Advisors are central to the student experience and departmental success. They know the required and elective courses for specific degrees, get to know the students, their career interests and their needs, assist faculty in shepherding students to obtain help when in crisis, and help departmental undergraduate committees in making wise choices when a program change is needed. COALS centralized Advisors a year ago. The standardized job descriptions and collaboration among Advisors have been positive. Keeping Advisors' offices in their departments is very helpful to students and faculty. Each Advisor focuses on 1-2 departments, learning the degree plans for those units. It is not reasonable to expect an Advisor to gain expertise across all campus degrees.

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**Recommendation #2 Centralize UG and Grad Advising.** Not a good idea. I was [REDACTED]. Major outcry of students there was their recent centralization of student advising. The advisors did not have knowledge of subject culture, job market, details about programs. The students resort to faculty and staff for advising. We, as a committee, recommended decentralization of their advising structure. If the advising is centralized, no advisors should be outside of the department of their full expertise, and only reporting to be centralized.

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**Recommendation #1:** Traditionally, the Provost is the chief academic officer for a university. The recommendation is to make the Provost to be similar to a Vice President of Undergraduate and Graduate Student Academic Affairs. I am concerned that moving research and faculty affairs outside of the Provost will hinder, not help, undergraduate and graduate students. **Recommendation #2:** I don't know if a centralized advising system solves the issue of forms and deadlines. That seems to be separate. Also, I'm under the impression that a centralized advising system will still mean decentralized advisors. I'm not an academic advisor, and I know of universities that are going towards more centralized advising.

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**Recommendation #1:** Reorganize the Office of the Provost to allow greater focus on student academic success. **Comments:** The Provost's office should be responsible for faculty affairs instead of student academic success. Perhaps a separate office for student academic success could be created. **Recommendation #2 Centralize undergraduate academic advising** **Comments:** The Academic Operations Committee (AOC) deans should have the greatest say in this recommendation. They have the best knowledge of the academic advising needs for the students. Having served in the position of AOC dean previously I strongly suggest that this recommendation be declined. No group of individuals can be aware of all the nuances of every degree in the university and for which careers each major could prepare the student.

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**Recommendation #1: AGREE:** I support flattening the Provost's office as the job has become too big and ineffective simply due to the scope of duties. **Recommendation #2: DISAGREE:** Having served as a dept. head, I do not believe that for the larger academic units that centralizing advising and taking away College and Dept. control is a good idea, especially in units where the process is working well. HLKN's advising group is one of the best on campus, and it is successful because of our grass roots effort to integrate advising into the decision making process at the Dept level. This approach has been critical to student success for such a large dept. to ensure that appropriate classes are offered within budget limitations and faculty workload requirements, and to ensure a 4-year graduation trajectory is achieved. This direct process is also critical for our pre-professional student success to keep them on the right path to professional

school. Recommendation #3: AGREE: This is a necessary move as this Center has been underutilized.

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Recommendation #1: Reorganize the Office of the Provost to allow greater focus on student academic success. My comment: Academic success is a success in learning. Students do their learning in the classrooms, not in the Provost office or any other administrative offices. The teaching in the classrooms is done by faculty. In order to focus on the students' academic success, the focus must be on how to help faculty to do the teaching. How to decrease the student to faculty ratio, how to allow faculty time in order to become better teachers and/or create new courses. Any reorganization to an administrative office will only increase the number of administrators -- those who do not teach. Case in point, the enrolment to the engineering program has increased dramatically for the last 10 years, while the number of faculty in our department has decreased, while the number of administrators in the University has been steadily increasing. Is there any way to think that this is the right way? Recommendation #2 Centralize undergraduate academic advising. This is probably the worst thing that can be done to academic advising. Advising can only work when there is a personal connection between the student and the advisor. The further the adviser from the student the worse it works.

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Recommendation #1 will cause massive disruption--best to proceed cautiously. Recommendation #2 not needed (best to keep student advising at a local level). Recommendation #3 is good.

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Recommendation #1 - Moving Aggie Honor System Office to Student Affairs Academic integrity is an academic issue and is appropriately placed in the Provost's office. Academic integrity is not the same as other violations of the student conduct program. I do not agree with this recommendation. Recommendation #2 – Centralized undergraduate academic advising I do not favor this recommendation. Having academic advisors located in the major/department for which they advise allows them to be more familiar with the class and professors that teach in that major. It also allows them to have better connections with those who hire those majors. I have had experience with centralized advising at another institution that my daughter briefly attended and my daughter constantly received incorrect information regarding her major and eventually transferring to Texas A&M. I can see centralizing advising within a college, but I do not support centralizing advising across the university.

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Recommendation #1 (Reorganization): success will depend on the people Recommendation #2 (Centralize UG Academic Advising): undoubtedly the worst, absolute worst move that could be made. The justification was because the change-of-major process was too difficult. That is such a small, small part of academic advising. Plus, that is a life-changing decision that should require the student to reflect and seek input before changing. The larger problem is that it is not possible for an academic advisor to understand all the complexities of the hundreds of degree programs at TAMU. The implementation of academic advising centralization in AgriLife was done poorly and created animosity and confusion among students, faculty, administrators, and staff that is still ongoing and this was all done on a relatively small scale. Advising has not improved. The work-life balance for advisors has deteriorated. Students get conflicting messages between their advisors and the Departments. Departments need direct lines to their academic advisors for a myriad of reasons to manage curriculum and many other student needs. I cannot even imagine the chaos that would ensue if centralized advising was implemented university-wide. Please, please, please do not centralize UG academic advising. Recommendation #3 (Elevate HEC@ McAllen): Seems like a large investment. How will this be funded?

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Re: Recommendation #2 - Centralize undergraduate advising. Please, no. The last round of centralizing moved supervision of undergraduate advising from the department to the College-level. This removed most communication and connection from advising with the faculty that actually are in charge of the curriculum. As such, this type of 'centralizing' is actually less efficient for advising since advisors are not necessarily in touch with the curriculum changes. Provost appears to have been weakened somewhat, with oversight of certain areas going direct to the President. That appears to be a pro-authority and anti-faculty move on the surface.

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Presumably the Provost's Office has the array of responsibilities it currently has due to some past perceived issues or concerns that thrust the Provost's Office into the fray. The report does not address how those responsibilities came to be, only that the Provost Office should divest itself of some of these responsibilities. Making recommendations without understanding the root causes of how this came to be in the first place is a recipe for disastrous repetition in the coming years.

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Please broadly implement the VSP retirement program. Our College and Department are choking from the large number of tenured full professors who are not engaged, have minimal teaching responsibilities, and do not have active research programs. The salary burden these older faculty have on the College/Department is staggering and dramatically impedes our overall mission and ability to plan for the future. Please help address this issue.



Pg 14 Recommendation # 2: Centralize undergraduate academic advising As a former assoc. dept. head and program coordinator, I can state from experience that the undergraduate advisors in the College of Architecture are critical to student success, to student progress in their degree programs and in reporting any issues that individual students may be having to administration and faculty. The difficulty that students have in changing majors multiple times does not rest in the academic advising realm but in the restrictions imposed by enrollment caps in specific majors. For example, a student entering the University can state 3 preferred majors. But if their preferred major is already filled for the year, they may enter a different major in the same college and attempt to transfer to their desired major after a semester or two. A student who tries to change from the College of Engineering to the College of Architecture encounters enrollment caps in most of the COA departments and is therefore blocked with no hope of transfer. These are the students who become University Studies in Architecture majors.

Personally, as a relatively junior faculty member I am not overly familiar with all that the provosts office oversees, but the report seems to suggest that the majority of the responsibilities of the entire office be shifted elsewhere and the provost be eliminated. If this action is to take place, I think it is important to think about how the authority and responsibilities of the office will be reallocated. Much of the report talks to the idea of efficiency; when it comes to governance, too much efficiency can lead to impulsive or reactionary decisions being implemented with little resistance. This in turn can lead to damaging unintended consequences.

Overall, the Provost role in a university has been to support the academic programs through the hiring, professional development, and continued support of faculty and advising. Thus, the recommendation to revise the roles seem to be quite different from what is typical at any university.

On Recommendation #2: Centralizing undergraduate academic advising could bring many benefits, especially, as the report notes, in allowing students to change majors easily. However, it will also require extensive training to make sure advisors understand details about the structure, mission, and identity of each department, major, and program at Texas A&M. Centralization can be quite effective, so long as it does not reduce contact between advisors and the departments they serve.

Numbers and metrics are important, but, more importantly, listen to what is not being captured by the data. Walk the halls, talk to faculty, ensure them of confidentiality, and you will learn what is really going on at A&M.

None, other than I encourage this reorganization effort to not ADD additional significant upper level administrators. Perhaps a reduction (through attrition) is more appropriate. So many units (including individual colleges) are so top-heavy with administration.

None

None

None

None

None

None

No opinion.

No concerns with centralized advising, but it would be important that advisors are imbedded or located within colleges across campus. There are unique intricacies of within each major/minor that having dedicated advisors enhances the student experience.

No comments

No Comment

N/A

My greatest concern here relates to the centralization of academic advising. One of the greatest strengths of our academic advisors is how well they know our students, and our degree programs. What the report calls "siloing", we call

"expertise". Without the specialized knowledge that our advisors have relating to their particular college and department, they will not be able to advise students as well as they should be able to. How can an advisor who knows nothing in particular about a degree program advise students on the courses they need to take? Or the potential career options that might await them? The only problem that this recommendation appears to "solve" is making it a bit easier to change majors. What we lose in expertise and experience far outweighs the benefit of a slightly easier major change. This recommendation will ultimately not benefit the students, but will, in fact, be to the detriment of the overall student experience.

My concerns associated with this are largely associated with the future of the Dean of Faculties. Currently, the DOF is closely tied with faculty and answers to faculty, but the report would eliminate this. As with most things in the report, the "problem" they are attempting to solve with the proposed solution is not identified. The people who did this report met with [REDACTED], for less than 15 minutes to determine what her office was responsible for. My concern is that this change and several others will erode faculty rights and transparency.

My comments are directed toward Finding #2 - Students often change majors, and Recommendation #2 Centralize undergraduate academic advising. The finding references the 2018 SSI report. I agree that a university should provide an opportunity for students to explore their career vision and find the majors that provide the best opportunity to achieve that vision. This is especially true for first generation and other underrepresented student groups. However, those are also the students who can least afford to spend additional time taking courses that might not apply to their eventual degree. There is also the matter of legislative influences on streamlining time to graduation whose sway is given much more credence than their actual contribution to university funding deserves. The College of Engineering currently uses a common first year for engineering students that allows those students to explore the opportunities of various careers in engineering. After their first semesters, they apply to the majors of their own choosing to best fit their career desires. The system is not perfect and students still change majors, but the numbers of changes has been significantly reduced. Beyond that, various sources show that only about a third of college graduates currently work in a job that is closely related to their degree. The SSI report recommends a centralized office to address the needs of at-risk and struggling students. It does not recommend that all academic advising be centralized. The College of Engineering alone has 22 different majors in fifteen different departments. The civil engineering major has eight different technical tracks. There is no way that one centralized office can provide adequate knowledge of all of the curricula available at this university. Only an advisor with intimate knowledge of a department's degree program, the prerequisite knowledge provided in course sequences, the courses that taken together in a semester either complement the program or add unnecessary challenges to it, and other details gained through supporting individual students can ensure that those student graduate as efficiently as possible and find their way in the workforce. I agree that expanded advising opportunities for students who struggle academically and who struggle to identify their career vision is a good idea. I disagree that this should be accomplished at the cost of providing specialized advising in the department where the degree programs are housed.

Much of this study demonstrates a total misunderstanding of the culture of higher education in general and TAMU in particular by the consultants. That or they were given an answer in advance and told to torture the numbers until they got it. As a faculty member I concur with some of the issues with the Provost's Office BUT I'm very concerned with the splitting off of many of the proposed functions to a VP that appears to be totally unconnected to the faculty chain of command.

Much more attention needs to be spent on creating and maintaining a culture of diversity both with the students and faculty. This means more, also, that race. It means LGBTQ friendliness, regional diversity (students from outside of Texas) and so on. It seems whenever A&M gets great scholars dealing with race, gender, sexuality, etc. they get hired away by other schools, even in cases (I know of one) where the faculty member wanted to stay. A&M didn't even come close to a fair counter offer for this individual. If A&M is going to provide graduates for the 21st century business world this must change.

Moving all undergraduate advising to the Provost Office to streamline a fraction of students who change majors ignores the big picture that (at least in the College of Engineering), accreditation is on the basis of each degree program and that student transcripts are carefully reviewed, including from the view point of how prerequisites are met to insure adequate student preparation, and how transfer credits are accepted which may not match TAMU courses exactly. Saying that the Provost Office will have "specialist advisors" qualified to advise for each and every degree program is probably not the right track, in that the advisors need to be responsible to each degree program's accreditation, rather than the Provost Office. It is less than wise to make the departments responsible for program accreditation without the authority to do that job to the best of their abilities.

Most of these seem like sensible realignments between this office, VP for Faculty Affairs and the VP for Student Affairs. The Center for Teaching Excellence is a resource for faculty development, not for students; so it would seem a better fit under the VP for Faculty Affairs, instead of the Assoc. Provost for Student Success. The centralization of advising worries me the most. The main rationale for the change is quite weak. Many students change majors (is this supposed to be a bug or a feature, the report is unclear on this). But if 44% of all 2021 sophomores are not in the same major in which they entered the university, and 15% are not in the same college, it can't be that daunting and difficult a process. The five steps described already seems pretty streamlined to me. The only thing this plan would eliminate is talking to a second advisor. But surely a student would want to talk to someone associated with the new major? If it is not an advisor, its going to be a faculty program director. It hardly seems likely that making the process dependent on getting appointments with faculty instead of advisors will make this simpler. In my experience as a program director, having continuity of academic advising by people knowledgeable about the program is the single most important factor in student success and satisfaction. Our average time-to-degree went from almost 4.8 years to 4.0 years once we stopped changing advisors every year. Surely there is a better way to reward advisors and ensure a career path than making them all interchangeable cogs. This is probably the recommendation in the report that will be most damaging to morale over a broad swath of the university.

Most of the reorganization within the Provost office is fine. I foresee massive issues with the idea of centralized advising. This has been already tried in a couple of colleges, and has for the most part been a failure from the student perspective. What would be better, in my opinion, is better connection and training of advising staffs across the entirety of the university. In many departments, we have advisors with excellent departmental and institutional knowledge that is needed, in place, to support students. To try to replicate that--for 70,000 students--is not possible and will increase the time to graduation for students who are mis-advised.

Many of these changes seems sensible. The Provost's Office has grown too large in recent years, and I agree that a focus on academic affairs, as opposed to a wide spectrum of tasks, will make the office more efficient.

Many of the recommendations are reasonable. However, it seems that redundant programs for student success persist. Changing majors is not difficult, as is obvious from the fact that many students do this. The single most effective service the university can provide to assist students through curricular changes is to have well-trained, unit-centered academy advisors. Centralized advising has already proven to be ineffective on this campus and at other institutions.

Like the emphasis on increasing diversity of students, faculty, and staff. Centralized undergrad advising seems good, but it is not clear what other problems that transition might create.

Liberal Arts recently centralized advising within the College. That experience has clarified the importance of having specific advisors who specialize in each of the degree programs, even though we appreciate that other advisors can pinch-hit during busy periods. Each degree program is complex in a different way. The quality of the advising is notably weaker when our students work with non-specialists. Students benefit from building relationships with advisors over time. Working with a specialist in their major strengthens their connection to their studies and their department. Directors of Undergraduate Studies in departments benefit from having a partner in the advising office who knows their students. Advisors pass on student feedback while maintaining confidentiality (where appropriate). Advisors support recruitment and retention efforts, as well as curricular development. It is also important that the advisors are physically accessible to the students and faculty. When their offices are too far away from the department they serve, communication suffers.

Just organize the office so that it is fair to all. We saw vastly changing rules and expectations (ie. Tenure and Promotion) that irreparably harmed many careers. You can't have an office that changes the direction of flow without communicating that years in advance. We lost some fine faculty at this University due to a poorly run Provost's office

Just as the Associate Provost and Dean for Graduate and Professional Studies has oversight of graduate and professional academic programs and students, the Associate Provost for Undergraduate Studies should have oversight of campus-wide academic programs for undergraduate students. This means the proposed Associate Provost for Student Success should become an Assistant Provost for Student Success reporting to the Associate Provost for Undergraduate Studies. The Academic Success Center, Math Learning Center, and University Writing Center can be merged into one overall structure aimed at Academic Student Success. The Office of Student Success would be better designated the Office of Student Transition/Entry/Matriculation and Support. Since PPIP and Education Abroad are academic programs through which undergraduate students earn credit, they should remain with the Associate Provost for Undergraduate Studies. The Assistant Provost for McAllen should report directly to the Provost, as do the Deans. As written, the report is

contradictory in that it recommends elevating the HEC at McAllen, and then keeps it organizationally at the same level, reporting to an Associate Provost who reports to the Provost.

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It would be a mistake to centralize advising. Our advisors are experts in the departments, programs, and colleges to which they are attached. Currently, our advisors are able to give students personalized guidance in all aspects of their majors, and are able to help them navigate the sometimes complicated features of their degree plans. If advising were to be centralized, this expertise would be diminished, and the advisors' ability to assist students would be greatly reduced. The report states that the current structure prevents clear lines of communication among the advising staff. This is simply not true. As things stand now, the advisors are able to communicate effectively with their colleagues across campus and do so on a daily basis. The report also incorrectly states that students are inconvenienced by having to communicate with too many advising offices in the case of a degree change. In such cases, the students only need to speak with advisors in two offices: the office of their current major and/or minor, and the office of the major and/or minor to which they wish to switch. What would truly be inconvenient and inefficient would be students communicating with centralized advisors who do not understand all of the details of a specific degree program. This would lead to miscommunication, misunderstandings, and the need to for students to seek help repeatedly instead of once. Please do not centralize advising. This would be deleterious to A&M as a whole, and it would negatively affect the academic experience of students across campus.

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It seems unwise to centralize academic advising. A&M is too large and undergraduates will have difficulty seeking advising counseling outside of their major department or college. Having a dotted line to an academic dean is little consolation to an undergraduate who isn't getting help from someone with knowledge of their specific program and constraints. They can already get swallowed up by the enormity of finding help on campus. Why would we make it harder for them? I have seen the magic that an academic advisor can pull off when they can just walk down the hall and talk to a faculty member about getting a student into a full class. This recommendation will have a negative impact on our customers.

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It seems to me that in this instance consolidation is warranted, but centralization is not, particularly in relation to undergraduate advising. To make sure that students are able to be successful and successfully change majors, we do need to make sure a more thorough system is in place to reach all students and provide them the help that they need. However, centralizing the advising only leaves things generic and creates more standard kinds of advising that will not be able to adequately handle the diverse needs of our students. Students interested in the humanities, for instance, will not be as easily served by people who are daily dealing with people in engineering. Please do not continue to draw students away from those who will be intimately familiar with the professors, courses, internships, scholarships, and other experiences that are particular to that major or even college. This is not a place to centralize and streamline but rather invest and distribute so that students can be advised more directly by those who are invested in them.

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It seems like the provost office is now more like a student affairs 2.0 with most of the functions being taken away. This is where a definition for what the roles of the office is would be helpful. My understanding is that the provost is the chief academic officer and such responsible for all academic issues on the campus. However, some of that is being taking away out of this office, thereby diminishing the power of the provost.

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It is unclear if Diversity and Inclusion is added to the role of the VP for Academic & Strategic Collaborations or falls under it (do not see a box in the proposed org chart). Either way this recommendation needs further study. If Texas A&M is committed to reflecting the state of Texas in our students, faculty, and staff we need to keep the DEI leadership at a higher level.

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It does seem like a good idea to reorganize this office, and what was proposed seemed logical.

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In the process of reorganizing this office, please be sure that programs dedicated to DEI affecting faculty/staff and students are maintained and expanded.

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In the last few years Texas A&M has been honored for its work on Diversity, Equity, and Inclusion; the progress it has made toward increasing the diversity of its undergraduate and graduate student populations; and work toward achieving Hispanic Serving Institution status. The proposed changes threaten to set back that work by at least a decade. At a minimum, these changes signal DEI is not a priority. To the darkest elements, they signal it is open season on faculty, staff, and students from underrepresented groups. The composition of the president's cabinet signals her priorities. Removing Diversity and Climate from a cabinet-rank VP position says loud and clear it is not a priority. The report's authors should be taken to task for a complete failure to understand that work on Diversity, Equity, and Inclusion is not only about recruiting undergraduate students. If they feel unwelcome; experience racism; are constantly

subjected to exclusions and made to feel unsafe or uncomfortable; and do not see people who look like them in their classrooms (as faculty), their lab sections (as graduate students), the offices that serve them (as staff), and the university leadership it will be harder to recruit in the future. If we want to reflect that demographics of the state we must elevate our diversity efforts and those who lead them, not marginalize them.

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In the Math Department, faculty serve as academic advisors for our undergraduate students. We do not have staff advisors. Since 2017, I [REDACTED], and I have been involved in undergraduate advising since 2009. I have a passion for both parts of my job--teaching and advising--and this passion was recently recognized by [REDACTED]. I say all of this only to emphasize that what I am about to say comes from a place of experience and a strong desire to promote student success: Please reject Recommendation #2 (centralizing undergraduate academic advising). The MGT report lists two reasons for consolidating advising, only one of which has anything to do with students. Their sole student-related reason for the recommendation to consolidate undergraduate advising is based on the fact that it takes five steps for a student to change majors: "1) talk to your current advisor, 2) review change of major requirements, 3) talk to an advisor in your prospective major, 4) decide if you need to switch to General Studies, and 5) submit the change of curriculum in Howdy before the deadline." What is wrong with this process? Arguably, nothing. A change of major changes the entire trajectory of a student's undergraduate career, so this is not something that should be done on a whim. Step 1: Talk to your current advisor. Absolutely--perhaps your current department has other majors within the department that would better fit your career and academic goals. If not, then it is 100% necessary to move on to Step 2: Review change of major requirements. Again, this is absolutely necessary. A student must figure out if it is even possible to change into a desired major. If it is not, then that major should not be considered, but the student won't know this unless they review the requirements. Step 3: Talk to an advisor in your prospective major. Of course--this makes perfect sense. An advisor in your prospective department is (presumably) an expert on helping students determine if one of the majors in that department can help that particular student accomplish his or her goals. Step 4, determining whether time in GEST is necessary, can and should actually be done at the exact same time as Step 3, so we now move on to Step 5 (which should really just be Step 4): Submit a change of curriculum application. How else is a department going to know which students want to change into one of their majors? Of course an application for change of major is necessary. If this is their only student-driven reason for consolidating advising, then this is no reason at all. Consolidating advising will change none of this process. There would still have to be discipline experts. There is no way that you can train an army of hundreds of advisors who know the fine details of every single major on campus, so students will still need to schedule meetings with multiple people to change their major. Consolidating advising would, in fact, be disastrously detrimental to student success. If a student meets with an advisor who is not \*the\* content expert for a particular major, then he or she may be told to take a course for which they already have an acceptable alternative, or the student may be told to take a course in a later semester, only to find out later that it is a prerequisite for another course that is required for their degree but only offered in spring semesters, or the student may be told one of a million other incorrect things. Please, for the sake of student success, \*do not consolidate undergraduate advising\*. Nothing good will come of it for our students.

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In [REDACTED], I have always deeply appreciated reporting to a provost who has broad academic responsibilities in the university, and to someone who has breadth in administrative experience and exposure to a wide range of academic disciplines. I relied greatly on the provost to provide me with mentorship as I assumed new roles in the university. I am concerned that the position as described in the report is very limited in scope and will significantly affect the quality and depth of the relationship between the offices of the deans and that of the provost. That said, I enjoy a good working relationship with the interim provost. Not having a strong provost's office may negatively affect the recruitment of senior scholars of the highest caliber, and the evolution of the promotion and tenure processes.

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In general, it seems reasonable to align the responsibilities of the Office of the Provost to be consistent with a vision of the Provost being the chief academic officer of the university. However, the rationale to centralize academic advisors based on "students often change majors" is weak. That is one time point in an extended college career. If the change of major procedure is a problem, then revise the procedure. That doesn't mean it is smart to blow up the whole advising structure. The good reason for "siloeing" advisors into colleges or departments is the expertise that is required in properly guiding students through complex degree plans and into specific careers. Some de-centralizing of academic advising has already taken place, but there is no comment in the report on the success (or lack thereof) of that approach. The reorganization of advising in COALS has not been viewed positively by students, faculty, or staff. I suspect

that trying to have generalist advisors will result in extended time to degree and angry students who have not been properly advised about prerequisite courses, etc.

In general, it seems reasonable to align the responsibilities of the Office of the Provost to be consistent with a vision of the Provost being the chief academic officer of the university. However, the rationale to centralize academic advisors based on "students often change majors" is weak. That is one time point in an extended college career. If the change of major procedure is a problem, then revise the procedure. That doesn't mean it is smart to blow up the whole advising structure. The good reason for "siloeing" advisors into colleges or departments is the expertise that is required in properly guiding students through complex degree plans and into specific careers. Some de-centralizing of academic advising has already taken place, but there is no comment in the report on the success (or lack thereof) of that approach. The reorganization of advising in COALS has not been viewed positively by students, faculty, or staff. I suspect that trying to have generalist advisors will result in extended time to degree and angry students who have not been properly advised about prerequisite courses, etc.

In connection with [REDACTED] prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

If implemented the new office of the Provost would be significantly less influential than the current one. In General, that is not concerning, but the transition should be made in a step-wise fashion as not to lose organizational memory in the process.

IMO, academic advising should NOT be centralized per MGT. The org chart changes are easy to do, unlikely to hurt, but Provost's office effectiveness may not be affected by much. IMO and experience there is a degree of truth in the many 'classic' jokes about this - e.g. making out three envelops (#2) and 'rearranging the deck chairs on the Titanic'. Leadership is not determined only by the org chart.

I'm worried that this reorganization will create more bureaucracy and cause academic issues to end up in the hands of bureaucrats and not academics. Also, at least for the upperclassmen (juniors and seniors) advising is probably better done by each individual department--surely someone from a centralized office really can't be expected to know every field of study that the university has well enough to advise students in it.

I would love to hear more arguments about centralizing advising. Our school is so complicated and so large that it seems like a disservice to students to have advisors that are not aware of individual classes, teachers, career goals, and so on. What are the benefits of this?

I would like to see the provost with over oversight over other aspects (e.g., facilities, IT, etc.) since they support the academic mission.

I was somewhat surprised in reading the negative comments about the Provost Office, particularly our prior provost, Dr. Fierke. It is certainly the case that there are many offices under the Provost that may better fit elsewhere to streamline things. However, the Provost has always been a key player in University affairs and helping to drive both the educational and research missions of the University. The movement of many of the duties from the Provost office to the President instead could end up creating "presidential bloat" if you will. All to say, this streamlining seemed a bit extreme and it is not clear what the goal of this was beyond limiting the power of the provost to give more power to the office of the president.

I was glad to see the Graduate and Professional School still under the VP and Provost. However, there are some changes that were not addressed in the report. Graduate programs and colleges, graduate certification programs, and graduate distance education do not currently fall under the grad school as a direct reporting line. These are still delivered by the colleges. Page 6 of the Graduate Task Force Report articulates these dynamics (<https://grad.tamu.edu/OGAPS/media/media-library/documents/Graduate-School-Task-Force-Report-1.pdf>). The change could be made, but it would take a substantial revisioning of the Grad School operations.

I was disappointed to see that the Provost Office was eviscerated in the report, and I believe that the shift of responsibilities, most especially the elimination of the Dean of Faculties, places way too much power in the hands of the President. The Provost provides a check and balance to the President as the #2 position at the university with an academic focus on curricular matters and research tasks related to students and faculty. I believe it is dangerous for faculty matters, in particular tenure and promotion, to be directly under the President via the proposed vice-president of faculty affairs who reports directly to the President and is hired by the President.

I want to say that I agree with the concerns raised about Diversity initiatives from former students. Many faculty in my department are upset about diversity initiatives being questioned, but I feel like the university has been divided into first and second-class citizens for some time, the diverse and the non-diverse. I have seen cases of hiring faculty by simply not considering applications from non-diverse faculty, so that a diverse faculty member is then hired. This happens with the ACES program, and it has happened with the provost's initiative. I've seen people excluded from consideration for jobs simply for being white, and it makes me feel sick to think about this abject racism taking place in our university. The focus on diversity has also detracted from the now defunct goal of Vision 2020 of creating a culture of excellence. It doesn't seem like we care about excellence because all we care about is diversity. Thank you for listening and responding to these concerns.

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I view the provost as the chief academic officer; thus, anything academic-related should be under his/her purview.

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I understand the provost's office becomes devoted uniquely to undergraduate and graduate education.

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I think the shift for the Provost Office to focus on academics is a good one. The Provost is the Chief Academic Officer and therefore, removing non-academic items from the provost office makes sense.

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I think the University Libraries should remain under the purview of the Provost Office, as the University Libraries serve all academic programs and all faculty and students, we should remain under the person who oversees the school's entire educational offerings

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I think that diversity and inclusion should remain with the provost office since it is a key player for "the academic mission of achieving excellence" and diversity and climate is not just a marketing and recruiting issue. More than anything else in the report, the suggestion of centralizing undergraduate academic advising is very concerning since it is not taking into account the crucial role of trained and informed department-specific advisors who are experts in degrees and curriculum of their home department. In my administrative role as DUS I had a supervisory role in our INTS advising office, and I participated in the hiring and training process of new advisors and completed their annual evaluation, and I had worked closely with our advisors for more than four years. It's clear that the level of efficacy of advisors depends on their deep understanding of the degree (including historical changes and adjustments), their direct knowledge of students that major in the department (their experiences, their challenges, their successes..), and their close contact with the faculty in the department.... as they are often called to play a crucial role in mediating the department's relationship with students... not only guiding students semester after semester but also giving to the DUS and department head important insights about students' challenges and about particular areas of concern that need to be addressed at the level of departmental administration. The local knowledge and experience of advisors is key in the mission of keeping improving students' experience in their major.

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I think streamlining the provost office and focusing on academic affairs are the correct directions to follow. I generally agree with report findings and the need to centralize and streamline service functions improving communications.

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I support the report's recommendations concerning streamlining and re-focusing the office of the Provost. Centralizing advising is going to be challenging. The report is not clear how a cadre of generalists can replace the current assembly of specialists for each discipline.

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I support restructuring in general, but I would like to see the Diversity & Inclusion Office to continue to report to the VP & Provost. Focusing on recruitment of diverse undergraduates is not enough. We need a DEI office with some power, which can work to make the campus more welcoming. I agree that existing efforts are sometimes (although not always!) ineffective, but that doesn't mean we can stop trying.

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I support reorganizing the Provost's Office and centralizing Advising.

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I strongly feel that centralizing undergraduate advising would be very detrimental to our students, and at best would simply create another unneeded layer of bureaucracy for a decrease in efficiency. Students need to talk with faculty and staff in their major departments for anything specific to that department and its courses and career options etc, since that is where the expertise lies. In many departments, the advisors, whether faculty or staff, develop a close relationship with students that is very beneficial, making students feel less like a number in a big university and more like a member of a smaller academic unit. And to address a particular process pointed out in the report: Changing a major is a big decision affecting a student's career options after graduation, and should be made only after careful reflection and consideration of information provided by advisors in both departments. I am also concerned generally about the diminished role of the Provost and a potential corresponding reduction in shared governance.

I strictly oppose the suggestions for centralized undergraduate academic advising. Effective and professional advising in most of the fields in natural sciences requires that an advisor will have a very strong academic background in the field (preferably being a research faculty or instructional faculty with a Ph.D. degree). In order to effectively advise students, it is not enough just to know formally what are the degree plans and requirements and what are the courses names and their catalog numbers (the modern AI programs can do it more effectively than a human) , but an advisor should be able to identify what academic problems/ gaps/ goals a student have and create him an individual path in order to overcome those issues and achieve this goal. For example, this individual and highly professional approach is crucial to advise those students who plan to go to graduate school in order to prepare them better for this move, This includes identification of the areas in their major of study along which they want to proceed in graduate school, of the faculty members in our department, who are experts in those areas and can advise the students and potentially are willing to mentor their undergraduate research (crucial for their graduate application portfolio), advising what sequence of upper level/ directed study classes will better prepare to the graduate school and boost their resume for graduate school applications. Currently, our departmental advisors, who are either research faculty members or instruction faculty members, do a very effective and professional job. I just cannot imagine that a person without a solid academic background in the field may effectively replace them and this is what I am sure will happen with centralized advising. So, I am afraid that instead of an effective body for advising students, centralized advising will become just another formal bureaucratic institution with a huge amount of incompetent and rather highly paid staff, and the department will still need to have their own professional advisors as we have them now in order to direct our students properly. So, instead of optimizing, the university will just pay a lot of money for this new and absolutely useless institution, especially for senior advisors (and the hierarchy of ranks of advisors in such institution with rather different salaries for different ranks is inevitable), while the departments will still need to have their own advisor and pay them for their advising in the form of a reduced teaching load.

I see almost no upside to the proposal to centralize student advising and pretty certain damage that would come from it. In fact, I view it as being one of the most thinly supported recommendations in the whole report, and possibly the most certain to cause problems. The damage from change would also fall directly on our students, which is (I hope) something that nobody wants to see. The report treats advising as a mainly bureaucratic exercise--as if all we want our advisors to do is make it easy for students to change majors and then check a bunch of boxes to get students through some degree plan and graduate (and even then centralization would cause problems!). If this were the case, the recommendation to centralize might make some sense, but then again in that case we could also get computers to do most advising work. The work our advisors do is much more personalized and complex. Our department has quite a few degree plans, and choosing one of them in an educated way requires some expertise in our field. (It might be possible to cut down on the number of degree plans, but this wouldn't really reduce the complexity of the problem because students still would need to choose a direction that fits their talents and interests, and the number of plans we have reflects the fact that we have a large and diverse field with a large number course offerings and possible foci.) Our advising office is embedded in our department with faculty readily available to help students navigate the area and make good choices about directions. Staff advisors generally don't have degrees in the areas they are working in, and it takes some time and a lot of close contact with a department for them to learn the culture of the areas they are working in. It also takes significant time for them to learn the ins and outs of the degree plans they are working with--not just the ability to get students through a degree to graduation, but to optimize course choices based on their individual goals, interests, and abilities. Even if staff advisors carry a lot of the direct advising burden, it's absolutely imperative that they have close contact with faculty, and that advisees have access to faculty advisors at times. Taking advisors out of departments by centralizing services is going to take them away from the people and information they need to do their jobs well. Finally, our advisors also work closely with departmental administration on course offerings and choices, even to the point of working to change course times due to conflicts. This ability to flexibly meet the needs of our students would unavoidably be compromised with the proposed new advising structure. The report seeks to ease the process of changing majors. I'm all for reducing bureaucratic hurdles, but changing majors is a big decision and should NOT be viewed as merely a series of bureaucratic steps. The goal should be to help students land in the right place in the long run, not to make the process as easy as possible. Students *should* have to talk to advisors in the outgoing and incoming areas to change majors. I also understand that one of the bureaucratic steps criticized in the report (deciding if a student needs to switch to general studies) is necessary in part due to federal financial aid rules and could cause problems if eliminated. Overall the offered students success rationale for centralizing advising looks to me to be complete nonsense. In summary, the advising recommendation looks to be a nice step to take if we only care about



helping some students get some degree. If on the other hand we want to have our students being given the best possible advice about degree and career options, then having advisors embedded in the department is the right way to go. In addition, departmentally-based advising also helps our students to enter the department's culture. I am very against the idea of moving advising out of our departments.

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I respectfully disagree with the assessment to consolidate HLKN under the SPH. Thanks!

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I love the idea of elevating the Higher Education Center at McAllen. The additional support would be greatly appreciated. With the legislative support for a new nursing building, it will be even more important to have the additional support. The report at one point recommends "Elevate the Higher Education Center at McAllen to report directly to the Provost" but the organizational chart on page 11 has the Assistant Provost at HECM report to the Vice Provost for Academic Affairs and Strategic Initiatives. Would the HECM report directly to the Provost or to the Vice Provost? Given our location in McAllen, we have some concerns about the centralization of advising. While it would potentially be very beneficial for the institution, we are not sure what this would like like for the Higher Education Center at McAllen. Love the idea of offering extension programs to our local community.

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I like these suggestions. Allowing the Provost's office to focus on education and academics will provide a voice for this essential role of the University. Sometimes we get so focused on research and football and faculty concerns that we need a voice dedicated to academics backing those education and scholarship missions. In this day and age Academic advising is an even more important for our students - this area being centralized can lead to: 1) better advising for our future graduates on obtaining the skills and resources they will need AND 2) making certain Texas students who come from backgrounds that haven't fully prepared them for the hidden curriculum are brought up to speed upon matriculation.

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I like the elevation of student success.

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I largely agree with the notion that the Provost's Office is too large. Many of my colleagues are gravely concerned about the centralization of advising because they feel it will lead to unsatisfactory undergraduate student outcomes. I have not seen an issue with the current state of advising--it has been quite strong in my time as a faculty member--so I can see their hesitancy to follow this suggestion.

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I have always been impressed by the Provosts office.

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I find that the intention to centralize student advising, while possibly (but I think dubiously) advantageous to students taking multiple majors, will be highly detrimental to students who need anything but plain vanilla advising. As a student (double major, Churcill Scholar, NSF graduate research fellowship) at a large public Land-Grant University and now a professor and advisor at another, i have seen the value of advising by faculty and specialists in one's major. I often advise students about the value of different classes, which track to follow, whether to take a graduate class instead of an undergraduate class, research internships or scholarships, conferences and presentations, undergraduate research, graduate school, etc.; the information I dispense is something that only one with a career in the area gains. Mentoring is best done by those in one's discipline. Over centralizing advising will result in mediocrity.

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I feel that it is very important to have undergraduate advising within the academic units and not centralized where you may have advisors that are not fully informed of the career that a student is seeking. I have worked at other universities where there was centralized advising for undergraduate students and it actually resulted in more work on the part of faculty as students were being misinformed and in many cases it resulted in more time to graduation. Advising is more than just having students follow a preprinted degree plan, it requires thorough knowledge of the career path. Also, changing majors should be a multi step process so it is done with deliberation and through consultation.

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I feel it is a terrible idea to centralize Advising. It is essential to have advisors in the separate Departments or at least College so that students can get informed advice about what each subject entails. A centralized advisor will only know what is written in the catalog and cannot possibly know the content and culture of every academic discipline. When a Math advisor talks to a student, they talk about the beauty of mathematics, how each course relates to the others, how it is possible to talk one course before, after or simultaneously with another, how math is the basis for other topics the student is interested in, etc. I fear that a centralized advisor will say something like "I hated math in school. So let's try to find you the easiest Math courses to get you through your math degree." I have heard that all too often when talking to public school teachers or just those who are not in the sciences. The difficulties with changing majors is not a reason to change the whole advising system. The 5 steps all seem essential. Maybe there should be a few centralized advisors in

student services or the provost's office or somewhere else who job is to guide students through the process of changing majors.

I don't understand the need for these changes. How does it reduce bureaucracy to promote the Dean of Faculty to be a second Provost? I am strongly opposed to centralizing academic advising. Every student needs advisors who know something about the subject matter and even more about the professional and academic structure of the field of the student's major. Ideally these advisors are faculty, but some routine functions can be handled by staff -- but inside the department, please! The only rationale given for this proposal has to do with students changing majors. Is not this a case of the tail wagging the dog?

I don't have strong feelings one way or the other about the report comments with respect to the Provost Office. I will say that response time on important processes, such as approvals for new hires, has been very slow in recent years. It seems the DoF/Provost Office has been the cause of most delays. This impacts research and teaching productivity.

I don't have any comments on this as it seems like a fairly distant rearrangement of responsibility a long way away from me.

I don't have a strong opinion on this. Either way is okay in my opinion

I don't believe the Center for Teaching Excellence should be the responsibility of the Associate Provost for Student Success. It is a resource for faculty and instructors. Centralization of undergraduate academic advising will dilute the expertise of advisors.

I do not understand the reasons for these changes, except maybe the Provost Office became a grab-bag of programs over the years. Having been a professor at TAMU for 26 years, having brought in \$13M in grants including a NSF-IGERT and being a leader in my field I have met TAMU Provost once or twice and never about university affairs. So I really can't care much about what you all decide to do "up there".

I do have some concerns about the plan to centralize Advising as my prior experience as Department Head provided me the opportunity to appreciate and value the role of our advisors at the department level in facilitating student success. The uniqueness of programs and respective degree programs seems to support the value of department- (or perhaps in some cases least college-) level advisors. This may be unique to my college as we do not have many students changes majors (outside of Mays), but it's difficult for me to agree with the rationale for the proposed change.

I do agree that the Office of the Provost is too large and has competing priorities. A reorganization at this level makes sense. But I do wonder what the provost(s) would be doing after this reorganization? Also, how would this impact academic freedom and the Tenure and Promotion process? And could you define what you mean by the "academic mission of achieving excellence"? That's a fussy term and various groups would have differing and even competing definitions/expectations. I'm a bit concerned about the centralizing of academic advising. While I understand it can simplify and streamline, my concern has to do with the amount of expertise that would be lost. Too often I've seen students choose or change a major based on too little information about what that major entails or what the prospects for a given degree are. I would have liked to have seen more discussion of the pros and cons of each recommendation.

I didn't realize how big it was. The reorganization there makes sense to me.

I cannot comment on most of the restructuring proposals, however, I have spoken to many of my students about the proposal to centralize advising. Many have strong feelings against this. My department has faculty advisors, and our students feel strongly that these advisors, who have intimate knowledge (and contacts within) their field of study are an invaluable asset to their education, career development and, when needed, mental and physical well-being. Personally, I expect that the loss of faculty advisors and the shift to "staff" advisors who are only doing their job for a paycheck and reading flow charts to make decisions will not be able to give students the specialized guidance they need and deserve.

I believe the Provost Office should continue to be responsible for faculty development, hiring, and evaluation. In the proposed report its duties seem to be directed more towards student issues. That is a diminished role. There needs to be an independent (from the President's office) unit to address faculty-related academic and research issues in the university.

I believe that the Provost should conserve its key role in shepherding the general mission of the university on both a day-to-day and strategic basis, particularly since the Provost is always much closer to the faculty than the President.

I appreciate the reorganizing to focus on Student success Focus on Diversity is critical to institution moving forward and staying culturally relevant reorganizing for more efficiency is also a priority

I am very concerned with the reorganization of the Provost Office. Most importantly, there are some offices, like the Office for Diversity, that need to be university-wide and have direct access to top-tier university leadership. The MGT report de-prioritizes diversity efforts, understanding diversity only as the recruitment of underrepresented undergraduate students. In fact, it is near consensus in the education literate that student diversity cannot be achieved without faculty diversity. Without a strong Office for Diversity with direct support from the Provost, this university will not improve its climate, and in the process retain world-class faculty.

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I am very concerned that it appears all matters related to faculty, including tenure and promotion decisions, are being taken away from the Provost. The Provost is supposed to be the chief academic officer of the university. Decisions related to tenure, promotion, development leave, performance, and the like are inherently academic. Hence it seems necessary that they remain the province of the university's chief academic officer.

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I am very concerned about the de-coupling of the office of the Provost from issues related to the faculty. The Provost has historically been the primary academic officer of Texas A&M University and academics cannot be understood without paying attention to issues related to the faculty. I am concerned that moving faculty affairs (see below) under the President would weaken the strong coupling between student and faculty affairs that is necessary to nurture and foster in order to grow our academic mission.

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I am surprised at how radical a restructuring of the Provost's Office is being proposed in this report. The thing that's most surprising is that the VP and Associate Provost for Diversity is being removed from its spot as an Associate Provost with the Office. I believe that is a mistake that will be detrimental to the recruitment and retention of Latino and African American faculty. Relatedly, I also think it's an embarrassing setback for the institution to make that role solely a VP for Diversity with no direct reports on the org chart and the former direct reports being subsumed in other areas. DEI needs to be a priority for TAMU and the recommendations of this report are a step back, not the several steps forward that we need.

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I am skeptical that this re-organization will provide significant benefits. However, without more direct experience with many of these offices and functions it is not clear how I can evaluate many of these proposals. I simply have experienced the effects of consolidation of certain services in the name of cost savings and efficiency. I have found that the administrator of centralized facilities often don't have the specific knowledge to oversee disparate functions that are, on the surface, related, but that actually require specific knowledge. For example, shifting Academic budgeting and finance to finance seems like a reasonable idea. On the other hand, I do wonder if a department without a specific focus and intimate familiarity with academic finances will perform as competently and efficiently. Probably one of the worst proposals in the MGT report involves centralizing undergraduate academic advising. The advisor in our department is close to our students, knows our faculty, and understand which courses are required and in what sequence. In other words they have an understanding of our curriculum that I don't believe will exist in a central advising office. This will, no doubt, be detrimental to our students. Apparently we will lose this so that students can more easily change majors. I must imagine that we can help student change majors without removing academic advisors from Colleges and Departments.

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I am particularly concerned by the recommendation to condense and reorganize the Provost's Office and have certain functions this office previously performed be absorbed by a Vice President for Faculty Affairs. For example, the Provost's Office previously provided a valuable vote and had input in all promotion and tenure cases, and I think it would be a mistake to take this important step out of the merit review process in promotion and tenure cases.

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I am particularly commenting on point 2, the recommendation to consolidate Academic Advising. I feel strongly that this is a terrible recommendation for a few reasons. First, experience: my department has gone through the experience of having our advisors moved out of the undergraduate office and into a more centralized location in the past few years. This has had a really negative effect on students' ability to navigate the relationship between advising and the undergraduate office (and that is the fault of the physical division, not anyone in either of those departments). The close space of the major is eliminated through the separation and students find themselves waiting longer for appointments and less sure about where to go for small questions. Second, I question the idea that advisers can develop the expertise needed to navigate all the pieces of all of our majors. I have often run into students who have had advising issues that have led to missed opportunities; our majors are complicated. This is part of what makes switching majors complicated (which it needs to be, given the complexity of degree plans). Students need more access to \*specialized\* advisors with whom they can build relationships--not more opportunities to feel overwhelmed and anonymous in the university.

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I am opposed to the idea of centralizing academic advising. There is a lot of expertise on each department about the

particular courses, areas of specialization, jobs, etc. that a generic academic advisor cannot do.

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I am not sure I understand enough about the workings of the provost office to comment but it does appear that a lot of power will be removed from this office.

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I am not in favor of a centralized advising structure. The rationale given on ease of transfer between colleges is not compelling. I believe it is not good practice to formulate rules that cater to the exception (i.e., the advising structure must benefit the majority who actually stay in their majors as opposed to the extremely small number that seek to transfer outside of their college). Instead, we should focus on means to improve student success within their major, to the extent possible. Secondly, advising is not a business service like IT for it to be centralized. Our core mission is to teach students and it is imperative that the program-specific knowledge that comes with departmental advisors is not lost. To expect an advisor from a different department in the same college, let alone a different college or major, to be able to provide meaningful advice to student on major-specific classes is not realistic. This would certainly eliminate the personalization and customized advising that students receive from the departmental advisors. Third, advisors also help students with specialized opportunities (e.g., honors research within the Department) that a centralized structure cannot effectively accomplish. Fourth, the centralized model often results in a lack of ownership or connection to the home department. While this may be ok for a service like IT or facilities, student success needs the advisors and faculty to have "skin in the game". Unfortunately, it is well documented that the level of engagement and investment decreases with multiple reporting lines which could be counterproductive for student advising. In summary, any savings or efficiencies that are realized due to centralization are greatly outweighed by the potential drawbacks. For these reasons, I request that the centralization of advising be reconsidered.

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I am highly critical of the recommendation of centralized advising. The MGT report states that advisors are "siloed" in departments. They are, in fact, "experts" in departments and department curricula. With their relationship to department faculty and department administration, they offer important professional feedback through the expertise they generate precisely through their singular involvement with a department. They are the constant face that our students see and get to know and trust. They follow enrollment trends and pick up on potential bottlenecks to graduation. In short, they are indispensable to the success of our students and teaching mission. This will be all the more true as the university embarks on significant academic reorganization. The hollowing out of the roles and responsibilities of the Provost's Office is another area of great concern. Under the new organizational chart, it appears that the Provost's only responsibilities are in student learning (undergraduate and graduate). The Provost, traditionally the Chief Academic Officer of the institution, will have their purview reduced to curriculum and student retention, it appears. Faculty concerns are wholly removed from the Provost's office, which raises questions about tenure and promotion, faculty advocacy, faculty mediation, budgeting for faculty, etc. There appears to be a huge disconnect if the Academic Deans report to the Provost, but the Provost has no role in faculty affairs. Who is approving new faculty lines? Who is working with Deans to make long range hiring decisions? In short, the separation of faculty affairs from the Office of the Provost is not advisable. A university of our caliber should launch a robust national search for a new Provost – it is hard to imagine that top talent will have any interest in such a limited role. University Diversity, Equity, and Inclusion (DEI) efforts are marginalized to a unit (Academic and Strategic Collaborations) that otherwise includes community outreach programs, Education Abroad, and student recruitment. DEI efforts should be front and center in all aspects of the university administration, including faculty and student affairs. What will happen to the ACES program, a faculty hiring pipeline?

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I am highly concerned about the recommendation to centralize undergraduate academic advising, which has the potential to undo the currently existing dynamic in which students, advisors, and faculty/departmental leadership can sustain productive relationships and channels of communication to find the workable balance between maintaining program standards and accommodating the individual needs of students in the program. If anything, the current dynamic could use more support in strengthening the collaboration between faculty, students and advisors at the department/program level as opposed to removing advisors from equation to be siloed within the Provost Office. Having an advising office in the department has made it much easier to work with students who come to me with questions related to courses that fulfill their degree requirements. I worry about how the proposed centralization of advising could precipitate a loss of expertise at the department/program level that the current advisors bring to their role. I have also seen first-hand as a graduate student at a peer institution the adverse effects of centralizing the function of undergraduate academic advising leading to a vacuum at the department level and a deterioration of student academic experience as a direct result of such changes.

I am glad that the University is soliciting input and hope that together we can all make a difference for the place we hold dear.

I am concerned that the recommendations in the report lessen the voice of the faculty, transparency, and interaction with upper administration by weakening the office of the Provost.

I am concerned that the proposed model of a provost that is not the 2nd highest person in leadership will not be appropriate for an R1 institution. I can't find an example of this model being used at any peer institutions. Too busy to research as much as I would like, but here is what I have found <https://www.washington.edu/leadership/> <https://www.princeton.edu/meet-princeton/our-leadership> <https://www.ucla.edu/about/leadership> <https://msu.edu/about/leadership> <https://www.unc.edu/about/leadership/> <https://www.ufl.edu/about/administration/> For such a drastic change, I would like to see data on how this works at other large AAU universities.

I am concerned about the plan to centralize advising. TAMU's various department and college requirements are complex, and changing majors can have unintended negative consequences. Having "boots on the ground" in departments is important for student success, in tangible and intangible ways (enhancing students' sense of belonging, for example). To best serve students, I would like us to keep advisors in departments, but work to strengthen communication and transparency among departments and between units.

I am concerned about the evidence base substantiating the recommendations made. I am concerned for faculty representation and services if the recommendations are carried out, effectively stripping the Provost Office of its capacity and authority.

I agree with some of the assessments about the provost's office, and the proposed restructuring. I am skeptical of the centralization of academic advising. My concerns stem from the problems we see with high turnover of academic advisors in centralized offices. Any plans to centralize advising should consider some approaches to reduce turnover. if not, these tend to create more problems at the department and faculty level.

I agree with all comments in the report. I think Provost office lost track of their mission and became a pawn in a political battle.

I agree the Provost's office has got too large and it should focus on student learning and developing high quality academic programs.

I agree that too much has been crammed into the Provost's office and some realignment is appropriate. I am satisfied that our current Interim Provost, Dr Scott, has our best interests at heart and is a good person to help negotiate these times of change. I have trust in him.

I agree that the office has too many duties. I like the plans for removing and rearranging some of those duties.

I agree that the Provost Office could use some reorganization. However, I think the following should stay with the Office of the Provost. Faculty Senate Aggie Honor System Enrollment Management Veterans Services Education Abroad Programs Dean of Faculties (and not be eliminated) VP of Research

I agree that the Provost Office carries too many diverse responsibilities but would prefer to see a Vice Provost for Faculty and Academic Affairs within its purview rather than directly answering to the President (similar to other peer institutions).

I agree that new undergraduate students who have not decided their major or only have vague ideas about their college major will benefit from a centralized approach to advising, with a broader overview of the University's undergraduate majors and programs. However, I do not believe that such centralized advising will be beneficial once a student has finalized their decision to follow a particular major. I would like to offer a hybrid approach: Advising could be centralized for freshman starting their undergraduate studies, and the student and centralized system advisor could come to an agreement when the student has identified their chosen major. At that point, the student could be directed to a particular department/program with advisors who are specialized for those fields of study. Ideally, all students should be able to decide on their major within their first year. But if a student still has not chosen a major, they could continue with centralized advising. My concern is that centralized advising for juniors and seniors cannot be as well tuned to the career opportunities or graduate school opportunities as can advising within a department, consisting of both advising by staff advisors and faculty who can meet with students to develop their understanding of opportunities. The rationale given for this - "streamlining advising" sounds like economizing on our students. I do not favor this. The successes of our students should not be under-resourced. Advising is important so that our students know how to

proceed with their educations and careers. Ultimately, we should involve faculty in our advising, and that will, of necessity, involve specialization within a department or program. Many undergraduate students in our department come from failed attempts to major in one of the Engineering programs. This can be due to grades being deficient and many students I've spoken with feel lost with the generalized advising they received as prospective Engineering majors. Many of our students are very happy with the more specialized advising our department has been able to provide. I also have perspectives to offer from my own undergraduate education at a large state school with an excellent national ranking (UCLA) as a geology major in a small science department. I benefitted from the resources offered by the large state school but I am happy to be advised one-on-one in a small department. I was almost unaware that I was a student within a broad College of Letters and Arts (similar to the proposed College of Arts and Science) other than the broadening courses it offered, but I was keenly aware that I was a member of the Geology Department. I found this arrangement to be excellent. I expect that I would not have been pleased by a centralized advising office. And it may have been unlikely that I would have done a senior research thesis, which initiated my graduate studies and my career.

I agree that it has become bloated over time. Yet that is not due to incompetence at the Provost level. Rather it is due to empire aspirations and repeatedly inconsistent directives from the TAMU System (aka the BOR and the Chancellor's Office).

I actually agree with streamlining the activities under the Provost's purview to allow him/her to focus on academic operations and issues.

Hi. My name is [REDACTED] and I am not afraid to put my name with my comments. I am a Professor in the Department of Biology. I was recently appointed to be [REDACTED]. I was also recently selected to join the ADVANCE Workshop Committee. I really do not have the data to argue for against any of the suggested Provost level changes. However, centralizing undergraduate advising would be a nightmare. Many advising issues need to be done in a timely manner. Currently, I am able to interact face-to-face with advisors that are extremely knowledgeable. The direct contact is needed for context as each new student or curriculum issue needs customized attention within the Biology majors themselves. Centralizing would lead to a group that does not know the ins and outs of the Biology curriculum (i.e., you would have a Jack of several trades but a master of none). Centralizing would decrease the personalized communication I currently rely on for effective administrative duties in our undergraduate programs. If turnover in advisors is a concern, then you should pay them more (simple solution). I do agree that a higher level office can be created where advisors from different units could meet and coordinate. But, this higher office would simply facilitate communication and not have control and/or dictate policy or procedures.

Good recommendations for reorganizing this office. Although a large number of units in the organization chart might give the impression of bureaucracy, the separation of units is logical and can lead to effectivity. Much will depend on the personnel in the leadership positions in the Office to make it work.

General questions and concerns against the report; 1. "Based on comments during the interviews, there is a perception that the current Department of Biology is underperforming". You must provide how the current Department of Biology is underperforming. You must show all the comments related to this finding to expose what the problems are. Is there any statistical information that indicates the poor performance of the Biology Department? 2. "splitting the program between three colleges creates confusion for students about appropriate majors and creates barriers to changing majors which results in increased time to graduation". I understand and agree with this point. However, this issue can be solved by rearranging the undergraduate program without reorganizing the College/Department. This reorganization creates another huge complication not only for current and future students but also for faculty and staff. I do NOT think breaking up the organization and/or reorganization is not the ideal way to fix the problem related to the undergraduate Biology program. 3. "Most peer institutions do not have a stand-alone biology department, but universities do offer microbiology and other specialized biology programs". This is very true. Yet, this is an important and unique signature of the Biology Department. The TAMU's 'stand-alone' biology creates the diversity of academic and research programs that make the Department/College extraordinary. Why are you so afraid to be 'stand-alone'? This is the individuality of the Biology Department. Modeling success stories like Cornell is a feasible idea, but is discourteous for the legacy and accomplishment built in the Biology Department and College of Science. Personal opinion; Since I am a newly hired Assistant Professor in the Department of Biology, I have a solid reason that I chose the Biology Department as my new home. I feel the Department of Biology is a very diverse research group consisting of biological researchers from different biological research fields. I saw a beautiful collaboration and synergy within the Department. All the students and researchers can discuss and develop science together with colleagues from the different biological research fields. I like the highly diverse research environment. I am 100% sure I could develop myself by placing myself in the research

environment. Overall, from my personal vision for the Biology Department and perspective for future development, I do NOT understand the need for Departmental reorganization. The proposed plan has a high risk to lose generous and gorgeous outcomes from the Biology Department, including research publication, grants, hiring, etc.

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From the org charts it seems like the new provost office is a gross expansion of upper administration rather than reduction of upper administration with consolidation. Would like more information about what would be cut in the consolidation or is it really an expansion of upper administrators. (E.g. elsewhere in the report, like combining the three Colleges into the College of Arts and Sciences clearly eliminates two Dean positions and so a clear cut upper administration)

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Focus on the teaching enterprise and student success is strategic - the only concern is that the infrastructure/systems/administrative workflow to support looks to be moving out of this reporting line. Centralization of non-core operations can result in more efficiency - but I do worry about responsiveness.

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First and foremost, some of the recommended changes make sense and will potentially result in some of the efficiencies sought. Major Concern: Centralizing undergraduate advising is fraught with numerous issues. First and foremost, accrediting bodies for college and program accreditation require knowledgeable advisors who are "actively" involved in school and program curricula. Meeting accreditation requirements of this nature would prove difficult to impossible in a centralized model. In addition, the University prides itself on being student-centered, something especially important with almost 70K students. One way the University has accomplished creating a connected student body and a sense of belonging is through advising within majors. I fear that centralized advising would result in a DMV ticket pull system where students go to the next available advisor. A sense of community and connecting with an advisor would be almost impossible to achieve. I also think this will impact the ability of the University to aid and assist at-risk students, if they are not known and connected to advisors in their major how can we ensure they receive the assistance and guidance they need early on? Potential for Improvement: It is unfortunate that an aspect of our University, the Aggie Honor System Office, was singled out in the opening of this report. I will admit this opening did not sit well as the AHSO works very hard to uphold the academic integrity of the university among students, staff, and faculty. As a member of the council and a faculty reporter, I have seen firsthand the amount of work required to adjudicate cases and think it is important to recognize that there are factors in timing that are beyond the control of AHSO staff. Namely the delay in initial reporting by faculty and delay by students to engage in the process. Both of these delays can be addressed by ensuring all are aware of the processes and procedures. For students, in particular, failure to engage in the process does impact their ability to register and move forward in their curriculum but it also ensures that they are heard by a council of peers as well as faculty. I have been on numerous cases, somewhere the student delayed out of fear only to have the outcome in their favor. I encourage university leadership to uphold the hard work of the staff in this office but also the countless student and faculty AHC members who volunteer their time to ensure academic integrity is upheld in situations where it may have fallen short in the past. For the report to suggest that delay in registration for students as the only thing that AHSO does maligns the efforts of many directly and indirectly involved with academic integrity and places the focus for improvement only for the purpose of student registration rather than a holistic approach of academic integrity and procedures.

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Faculties have been voicing concerns about the structuring of the Provost Office. It appears that this will result in one less vote in every T&P case. The Provost has to also a Tenured faculty. The equivalence suggested in the report does not have such a requirement. Overall, I share the same concern of many that just moving blocks of units in the org tree will not bring efficiency, per se.

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Expect to function either way. Many of the current responsibilities seem to be out of place for optimal performance. Centralized undergraduate advising might work for first year students starting in a common program, but even that would be unlikely to serve beyond the college level. My fear is that students will be dis-served if we do not have advisors who are really current on degree plan options and who also serve as counselors as they do now.

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Eliminating the Dean of Faculties appears to be the nail in the coffin of any shred of faculty governance. DEI is boiled down to "emerging Hispanic institution." These are both very concerning recommendations.

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Education Abroad and PPIP are credit bearing courses and thus should be under the auspices of the Provost. The Aggies Honors System Office also deals with faculty and grades and belongs in the provost's area. Transition Academic Programs was not included but again is very involved with academics. A Learning Commons is well overdue for this campus, so it was good to see it addressed. The Core Curriculum initiative should include W/C courses.

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Divesting the role of Provost into multiple offices strikes me as a good idea. The move will enable administrators to

specialize, both their skills and knowledge bases, rather than relying one person to be responsible for too much and to be distracted from the core role of a university provost. I especially like the creation of a VP for Faculty Affairs. Such moves work to unpuzzle a complicated web that is the current reporting structure, which currently reflects the skillsets of past employees and challenges from a generation ago.

Diversity issues seem to have been forgotten in the report and given that this has historically been a weakness of TAMU it is very disappointing that this receives so little mention. Shifting the Dean of Faculty into the provost's office also seems like a poor idea. The DoF needs independence from the provost in order to serve their function as an independent voice in support or and in resolution of faculty concerns.

Diversity and Inclusion and also ADVANCE may have a stronger impact if they are under VP for Diversity. TAMU Climate, Diversity and Inclusion work may progress more if the VP for Diversity has a place in president's cabinet as direct report.

Diversity and Inclusion One of the most disappointing failures of the report is its recommendations about improving diversity, equity, and inclusion (DEI) at the university. The report is absolutely correct that Texas A&M suffers from a seriously bad reputation on DEI issues. While there have been some improvements, these have not been uniform across the university, and the fact that our demographics still do not mirror the demographics of Texas, or the United States for that matter, despite decades of at least nominal effort by administration demonstrates that we still have a long way to go. In short, this problem is nothing new. This makes the perfunctory recommendations in the MGT report to improve DEI issues on campus even more egregious. Yes, of course we need to improve our recruitment efforts. We've been saying that for decades. However, creating a new position to focus on recruitment won't move the needle significantly if we don't also address the serious problems we have with the climate at Texas A&M. It's unconscionable that the MGT Report didn't address climate at all, not even acknowledging that the university recently did an in-depth analysis of climate, with specific recommendations, not one of which is so much as mentioned by MGT. Finally, I have nothing against creating an administrative unit at Texas A&M that focuses on DEI issues. Indeed, I would wholeheartedly endorse such a recommendation. Nevertheless, MGT's rationale for moving such an office out from under the Provost is unsettling given their claim that "[t]here is a need to condense and focus the Provost's office to elevate the profile of teaching and learning within the auspices of Academic Affairs." While it can be argued that DEI issues affect far more than just teaching and learning, it cannot be argued that DEI is not integral to teaching and learning. There's a misalignment of reasoning here that is disconcerting to say the least.

Disagree with moving faculty issues out of Provost office and into a new VP position. We need shared governance in terms of choosing the VP for Faculty Affairs (like we do for Provost) if they are handling P&T. Potential problems with moving faculty issues to VP: a) Lose faculty input and voting? b) No longer a direct line to president; not dealing with faculty issues, c) A VP does not represent the faculty, but represents the president, d) Needs to be a faculty member, e) How will this affect the tenure process? In terms of removal of Diversity from this office, potential problems: a) Lumping together diversity issues with focus on undergrads - should not be compartmentalized, b) Needs to remain a major priority, c) Important for faculty recruitment and retention In terms of moving TAMIN out of Provost office: Why not affiliated with GPS? Why different than other IDPs?

Current Communication processes are very cumbersome, complicated, have no clear accountability and responsibility. This was so visible during pandemic and even now. This needs to improve to have a proper and effective administration.

Coming from a career in industry, the organization of this "corporation", when viewed from an organizational perspective is way too siloed and segmented and ripe for duplication of efforts and under utilization of resources. This segmented viewpoint of different departments / colleges has so many different duplication of department functions and college functions that trying to get anything done or moving in the overall organization moves at a pace and at staffing rates that would be unacceptable in any other industry. In the 2 decades since I came here for grad school, nothing seems to have changed with the pace of decision making and the fiefdoms of the school organizations, even though technology and management methodologies of running large organizations has dramatically changed. The weirdest part is that we are surrounded by people who are supposed experts in their fields, specifically experts in how to run organizations effectively, but yet the organization selected for this venture is a model that is stuck 50 years in the past. As a taxpayer, working here the last couple years has readjusted my thoughts on the mission of Texas A&M, as an educational organization, but as a business venture associated with costs and the duplication of effort and waste associated with the way things run here, my thoughts have also been seriously adjusted, both faculty, staff and management arrangements. Layers is a way I would classify in one word the organization here.

Changes to the Provost office remove many functions from the Provost to the President. There are two issues with this



approach, besides the fact that it is uncommon at research universities, 1) the President typically responds primarily to concerns from outside the University (media, BoR, government), and the Provost typically response to concerns from inside the University (students, faculty). The re-structuring creates potential conflict with one person being called to respond to external and internal voices simultaneously, creating issues with communication and trust. 2) It is not clear how the President would assume all of these duties in a way that would be functional. For example, the President is unlikely to have time to meet with Deans, Department Heads, and the Faculty Senate regularly, in addition to other duties. This effectively shuts down communication and shared governance within the University, and will cause confusion about mission and garble messages. One important role of the Provost is typically to develop a clear consistent message around initiatives and then to share that message with different leadership groups to create buy in and support.

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Centralizing undergraduate advising would take an extremely important discussion (a young student deciding on her/his focus for the next few years & probably life) and pull it away from people that are most familiar with the describing the major and the types of jobs. At their best, departmental advisors can paint an optimistic and realistic picture of what lies ahead for a Freshman and, if needed, can point to one of several faculty with industry experience to assist. Phrased another way, this is "providing the best customer service" to an undergraduate by providing not just generic advice, but actual advice including listening to a student state what they might like within the major (at the same time possibly realizing that this major may not be right).

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Centralizing undergraduate advising is a horrible idea. Advisors in departments have specialized knowledge about that department's academic program(s). Expecting an advisor to be knowledgeable about both (for example) marketing and math is not reasonable. I am surprised no mention is made of COALS efforts to centralize advising and how poorly that is going. The justification for this is that "students often change majors", but no numbers are provided. In the College of Engineering, once students are in a major around 90% of them graduate from that major. In Engineering at least, it seems that this change might benefit a small portion of the students, and hinder a much large number of students.

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Centralizing advising would provide SIGNIFICANTLY lower quality of service and experience for undergraduate students across the entire university. Texas A&M University offers a wide variety of degree plans and individual degree plans require expert knowledge in the discipline to understand how to navigate them, tailor them, and what substitutions or transfer credits can be made. Advisors not in a student's discipline cannot be equipped to handle these questions. Additionally, advising is more than administration duties. Advisors help students navigate what internships, co-ops, research experiences, and other high impact opportunities available to them. This is discipline specific and cannot be appropriately handled by centralized advising. Students will also lose the relationships with their advisors when advising is no longer within each discipline. Instead of smaller offices that foster relationships so that students in need feel comfortable to reach out, centralized advising promotes the idea that "students are just a number." They will resist reaching out to a large office of advisors they do not know with their concerns, especially those that are related to mental health. Of all the recommendations in the report, centralizing advising is the most grievous and poses the greatest threat to the students academic well-being.

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Centralizing advising will not create more efficiencies for students. In order to be an effective advisor the advisor has to learn the degree plans and requirements they are responsible for. Having a student walk in to talk about their degree plan to someone who is not familiar with the plan because they have to cover everything the university offers will create issues. Students will likely at some point get incorrect information because the advisor is not an expert in their needs. This will lead to longer graduation times, reduced four year graduation rates, and an impact on student success. You all may want to look at simplifying the change of major process, but centralization is not the way to do it. With this process students also need to understand what will and won't transfer, so they need to talk to an expert in the area they are transferring into.

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Centralizing academic advising would be a disservice to students and faculty. Academic advisors need to understand the specific needs of their departments. I work closely with our academic advisors to identify high-potential students, especially ones from traditionally underrepresented groups in economics. This can only happen because our advisors have a repeated, trusting relationship with our students. Further, our advisors know a lot about our classes, requirements, and so on. Turning this into a take-a-number central office would lead to much, much worse advising. Unlike most faculty, there are actually a number of things in this report that I like. But this one is a truly terrible idea that would make the academic quality at Texas A&M appreciably worse.

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Centralizing academic advising is a terrible idea; it sounds, as some of the recommendations in this report do, like the suggestion of someone who doesn't know how academia works. A centralized advising office will consist of people who

know a little about a lot of things, when students need the deep knowledge that local advisors can bring to bear.

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Centralizing academic advising has the potential to be disastrous for the students in departments where primarily faculty act as advisors. There is much more to academic advising than just ensuring that a degree plan fits requirements and it seems that the authors of the report do not understand this. Perhaps your plan is to centralize the easy part of academic advising (checking degree plans) and then asking that faculty do the rest of the job without any compensation; I think it is clear that students lose in this scenario as faculty have less incentive to do a good job in their advising.

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Centralized advising would be a disaster. Currently, a student can see the same advisor over their entire career. The advisors have specific knowledge about each major degree plan, the courses, and options. With the hundreds of degrees across campus, this knowledge would be lost. The advisors would simply be reading the information from the catalog like the student. Also, as a faculty member, I like to be able to interact with advisors about individual students and as a collection. Are there courses that students can't get into. As a department do we need to make changes. This will be lost.

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Centralized advising in a university of this size is probably the worst thing that could happen to the students. Students in our department currently receive excellent guidance on their degrees from advisors who are intimately familiar with the details of our program including one advisor who has extensive professional background in the discipline. The advising staff are housed in our building and are accessible to our students all day with close proximity to their study space and classrooms. Department administration works closely with our advising office to manage our undergraduate program. By removing the staff from the department for advising, we would still need to hire support staff that could help with administrative aspects and community building activities for our students that are currently provided by our advising office. The office also supports ABET accreditation activities and helps to manage programs for students

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Centralized academic advising does not take into consideration the nuances of our degree plans. Having content specialist do advising means that students receive personal advice that isn't readily apparent on a degree planner.

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Centralize undergraduate academic advising - there is only so much centralization can do. Centralization of undergraduate advising loses the individual touch and the ability to reach out to students that have the potential to be great economists, though no understanding and appreciation for that. There have been many occasions where the academic advisers in Economics reached out to me about course details and whether certain students with non-traditional backgrounds might be able to succeed in the course. Without these individual conversations, I am afraid, we are going to leave behind students. Economics already struggles with diversity, this will make it even worse since it will cut our outreach opportunities.

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Centralization of Academic Advising would be a huge disservice for our students. How can an advisor possibly know all of the details of courses, prerequisites, careers, electives, etc. for more than one major? Would you ask your favorite Librarian to give you advice on which Physics course to take? Each major has very specific guidelines. Even students within one major have different advising issues. The college of Engineering has general advising for freshmen. Feedback from freshmen is "frustration" because the general advisors are not capable of giving direction related to specific majors within engineering.....even though they are engineering advisors. How bad will that disconnect be when all advising is centralized?? When students finally get into their engineering major they finally have the one on one advising they need to navigate a complicated system. Students are more likely to reach out for help when they have a personal relationship with their advisor. This is a giant university. We must strive to help our students to NOT feel like one of thousands. Advising is not only academic. Advising includes talking through student troubles, providing career advice, being a support system (many students have none), encouragement for success. Every student needs an advocate. A personal advisor can be that advocate. Take a number? I'll see you next week? NO. Open office hours. Come see me whenever you need me. I'm here for you. That's what our students need. Please don't do this to our students.

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Because their programs involve academic credit, I believe the Aggie Honor System Office, Education Abroad, and the Public Policy Internship program should remain in the Provost's office. Because one of the main objectives of the MGT recommendations is supporting/improving diversity on campus, I believe the position of Vice President for Diversity should remain elevated and report either to the President or Provost. Because the Provost is critical to the overall educational mission of the university, I believe it should be classified as an executive vice president. While I agree that consistency in academic advising could be improved, I believe a more effective strategy is through stronger policy and procedure rather than centralization. This is especially true if centralization would involve physical relocation of advisors out of their home department/college and into a common location. This would separate advisors from the students they serve and would almost certainly prevent some students from seeking assistance.

Based on my experience as a Faculty, I have heard many non-major Biology students who took my sophomore-level biology course that they often get wrong advices from their advisers (who are often non-biologists and do not know the content of what we teach). While centralizing advising may save money, I do not see how this will benefit students as this will likely increase the number of advisers advising on topics they are unfamiliar.

As the [REDACTED], I am \*highly\* concerned about recommendation #2 - Centralize UG Advising. 1) Reaching out to a different department to discuss changing major is not the big of a deal. All departments/majors have protocols for students from any other major to setup a meeting to discuss changing major - in many cases these appointments can be scheduled through online scheduling tools. We handle these requests all the time. This is not really a serious concern, and I am uncertain where this claim originated. 2) UG advisors must know all of the ins and outs of their specific programs. They must be aware of how to process degree program changes, what courses make sense for a particular set of circumstances, what minor/certificate programs make sense, and how students can get further in activities within their major. It is impossible to expect a centralized advising office to be aware of these details for every program. We already have issues even within our college (college of engineering), where first-year advisors are unaware of the details of the relatively small number of BS programs within the college. Centralizing the role of UG Advising is a step that does not offer any clear benefits to the students, and serious downsides. Following through on this action would be a serious disservice to our UG population.

As relatively new faculty (I just joined Biology in September 2021), I do not have enough insight into how the Provost Office functions or should function to provide substantial input on this section. I look forward to continuing to learn and to staying informed as I integrate into the TAMU community. Overall, removing barriers that students may face in navigating their undergraduate career (which may include changing majors several times, as I did as an undergrad) is a good goal. I did not know about the Higher Education Center until reading the report, but I look forward to learning more about its mission and to observing how it serves the surrounding community.

As chief academic officer, I believe the provost has a fundamental role in faculty affairs, including recruiting and retention, promotion and tenure, and promoting a diverse and inclusive faculty. I would prefer that these functions move from the Dean of Faculties to the Provost's office, rather than to a newly appointed VP for Faculty Affairs.

As a professor who teaches for the BIMS program, I am highly concerned that the centralized consolidation of undergraduate academic advising (Recommendation #2) will negatively impact BIMS students and likely students in other majors across campus. For BIMS students specifically, most of them are preparing for professional schools that have various strict and non-standardized requirements, and therefore these students require tailored advising specific to their planned path. This necessary tailored advising requires extensive experience and focus to learn the specifics, which is inherently at odds with a plan to consolidate advising into one general group.

As I understand, one recommendation is to consolidate IT resources at the university. This would mean no IT Department in the Mays Business School for example (note: am a faculty member in this college). This centralization would be disastrous to research faculty. We need frequent access to IT professionals to help with office computers used in research. Without our college IT folks, I know that I would be in serious trouble. Highly recommend not eliminating our college level IT department!

Among the recommendations, I am strongly opposed to "Centralize undergraduate academic advising." Departments have developed highly specialized know-how on how to advise students within a given major. Our economics advisors have deep knowledge of the courses being offered. Such courses vary greatly, for instance in the extent to which they are writing or math intensive, and a centralized advising system would not be able to distinguish the different courses and properly advise students on which ones are most appropriate given the student's strengths and weaknesses.

Agreed that reach has become too difused leading to lessened effective impact. Agreed on the DoF collapse. They, too, had become too thin and fractured. Need to emphasize the importance of CTE as they helped immensely during the transition to online and I want to keep that attention going. TTLC is very impactful and we need the full university to get behind that initiative to provide excellence in presentations and engaged attendees.

Agree there are some functions currently under the Provost that could live elsewhere. Would prefer to see P&T remain under the Provost.

Agree that the duties of the provost office have become massive and diluted. Much of the reorganization proposed in the report is fine. However, the provost is the chief academic officer of the university. Three functions that should REMAIN IN THE PROVOST OFFICE ARE; 1. Faculty Affairs, DOF, Diversity and Inclusion, and functions related to student academic success. Its a conflict of interest to have faculty affairs and DOF (which interprets and enforces the rules

related to faculty, search committees etc\_ report to an untenured person fire-able at anytime by the president (VP for faculty affairs). Diversity and inclusion SUCKS at TAMU- if we are to have any hope of increasing our student and faculty diversity- we must have a very high level office remain in charge of this area.

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Advising for both undergraduates and graduates is very discipline specific in my experience. In our department we have numerous courses that include field trips, for example. Understanding the nature of the field course and knowing the instructors personally allows the advisor to address any issues the students or their parents may have about the course. A centralized unit could lose this local knowledge and could result in incomplete or misguided advice. At a minimum awareness of departmental-specific issues is a necessary component of any centralization. As a faculty, I also work closely with our advisor for both undergraduate and graduate courses. I rely on their knowledge of the student process to aid in getting students into the correct courses and maintaining the correct paperwork. Losing this would present more burdent for the faculty and students.

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Abolishing the Office of Diversity and removal of an essential mission from the Provost, and splitting responsibilities into functions of Undergraduate Recruitment, Student Affairs, seems to decentralize activities (a notable deviation from all other recommendations), as well as limit the scope of focus primarily to undergraduates. Loss of focus on academic climate, including retention of graduate students and faculty, could negatively impact DEI efforts. Undergraduate retention is impacted by climate, which is in large part shaped by graduate student teaching assistants and instructional faculty. Creating offices focussed on UG recruitment and developing the "whole student" does not require abolishing the Office of Diversity, nor removing it from the Provosts purview. It appears that DEI is being buried, which in itself can be a hindrance to recruiting students that reflect the population of Texas. The rationale seems to be based on antipathy to the perception of DEI efforts by some survey respondents, rather than best practices in higher education, "Others have questions about the effectiveness of resources invested in DEI that could be used to invest broadly in education-focused endeavors for the entire student population." Texas A&M can either lead by example, or it can follow. It appears the report chose a strategy for the latter.

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A university of this size must have a provost's office that combines academic and other functions. While our current provost's office is perhaps too big, I think it would be a mistake to take certain key areas away from the provost's office. This is particularly true of Diversity and Inclusion.

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A centralized advising office will produce an added layer of administration between the students and the departments. This will not streamline, but generate more bureaucracy. Advising for majors in a department should occur at the department level, because most of the courses for the majors are handled within that department and information on general courses outside of the department are readily available. The current procedure to change majors could be streamlined without the formation of a centralized advising office.

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1. The opening to Finding #1 says "the Aggie Honor System Office is still reviewing cases from Spring 2021, which has a negative impact on students' ability to enroll in Fall 2021 courses"...I understand this is true on its face but it seems disingenuous to not acknowledge that this backlog occurred in a academic year greatly affected by the pandemic. The AHSO had to quickly switch gears to move students through the process as safely as possible with all the precautions that had been put in place. 2. Finding #2 describes a "time consuming and daunting" process for students who are interested in changing majors, but the steps listed are the logical steps that students need to take, including the input from advisors who are well-acquainted with curricular requirements. It's unclear how centralizing will remove any need to review curricular requirements and discuss a potential change with an advisor, both of which can be time consuming because a student needs to consider what is gained & lost with such a move.

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1. I do not believe the Aggie Honor System will do well if moved to Student Affairs; faculty will not respect the process, they will suspect Student Affairs will be too lenient. 2. I am concerned that this organizational structure overloads any potential provost.

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1) Streamlining some units under the Provost office is a good idea. 2) Centralizing undergraduate academic advising is a bad one though. It has not worked at any colleges or universities this has been implemented in. It has not only hurt students but has created distrust towards advisors in places this has been implemented. It would help if majority of students are interviewed regarding this. If student success, retention and graduation on time is our goal, then centralizing advising will not help us reach the goal. Each degree curriculum varies between departments and colleges, and localizing advisors who have extensive knowledge about the curriculum helps students immensely and keeps them on path for timely graduation. A general centralized training to keep some things consistent is not a bad idea, but specialist advisors are a MUST. No amount of training will help any one advisor learn about every degree and curriculum

on campus in depth to give informed advise to students. This move will also decrease the access to advisors and increase waiting times to meet with them.

1) Reorganization and streamlining of some units under the Provost office is a good idea. 2) Recommendation on centralizing undergraduate academic advising is the worst idea. It has not worked at any colleges or universities this has been implemented in. It has not only hurt students but has created distrust towards advisers in places this has been implemented. If student success, retention and graduation on time is our goal then centralizing advising will not help us reach the goal. Each degree curriculum varies between departments and colleges and localizing advisors who have extensive knowledge about the curriculum helps students immensely and keeps them on path for timely graduation. No amount of training will help any one advisor learn about every degree and curriculum on campus in depth to give informed advise to students. It will also decrease the access to advisors and increase waiting times to meet with them.

-Do not eliminate the strength of the Provost network as they provide great benefit to A&M ( ) It appears as though previous Vice Provosts are being converted over to Vice Presidents. More than the semantics of their role, be sure to retain their effectiveness while pursuing efficiency.

“Operational structure is decentralized” as is all universities—on purpose. This report is written like a university is a business or military. I imagine that MGT writes similar reports for all universities, regardless of their unique strengths and weaknesses. MGT advocates “increasing the role of the President’s office.” That is the last thing faculty needs, especially since our current president seems so ineffectual. In the decades I have been here we only have had one outstanding president—Robert Gates. Frank Vandiver was good, interested in the faculty and their thoughts. Gates knew that the ratings are based largely on the student-faculty ratio, so he hired 450 new faculty in 3 or 4 years and Texas A&M for the first time broke into the top 20 public universities, number 19. Number 18 was U.T. The Great Recession, and then Sharp needed money so he let in another 20,000 students. We dropped in ratings close to 30. Well Tex, Bigger is Better, just ask Harvard, or Michigan, or Berkeley, or... One of the main problems with TAMU is it already is a Top Down system. We don't need a more powerful President's Office. The Provost used to represent faculty. ( )

whole lot of moving things around but no real change. Just another way of avoiding accountability for the last President's decisions. Improving diversity and inclusion goes hand in hand with Academic affairs and student success. Seems short sighted to segregate them, unless the real goal is to undermine diversity initiatives per Chancellor's fantasy. Recommendation 2: It would be good to add a centralized service, but best to keep advisors at the college level as well, as they are better familiar with the faculty and culture of each place, and can advise better

1. Focusing only on student success in the Provost’s office is without precedent at a university – the head academic at an institution should be concerned about students AND faculty. A more successful approach would include reorganizing or reprioritizing but not separating, since they are inextricably linked. In addition, a lack of definition of student success and the notion that student success should look exactly the same in every department and program will lead to graduates who are unable to compete in the job market. 2. Eliminating the Dean of Faculties position sends the message that faculty voices do not matter and that faculty are not important parts of the university. This message will also be heard by our peer institutions in the competition for faculty talent. 3. Moving research communications to the generic marketing and communications department will eliminate any possibility of nuanced communications coming from the university. Close collaborations between experts in research communications and researchers are essential, and centralizing all marketing will take that possibility away. 4. The reference to a single report of a case study of teaching undergraduates about lean principles suggests that the rationale for this type of overhaul of a large and complicated institution is not well-supported and is likely to fail. 5. Centralizing academic advising will lead to even more confusion and waste of student time. Academic advising requires deep knowledge not only of the major, the departments, and the college, but also of the field the student hopes to enter upon graduation. This will not happen in centralized advising. In addition, if centralized processes are also to be physically centralized, this will disproportionately affect first generation students and students who are still considering their career options, since they will be even less likely to seek help from a large office not associated with their major or program of study. 6. Although the efforts to enhance the campus at McAllen are welcomed, the focus on administrative support by changing the reporting structure demonstrates a lack of understanding about the role of faculty in teaching: reporting structure doesn’t teach students. And extension programs don’t create students with degrees that can get jobs.

## Provost Office - Staff

Please provide your comments related to the Provost Office:

•What is the plan to phase in these changes without throwing all the departments involved into University-wide growing pains? •Why were no new success centers recommended if there is now a new A. Provost for them? I would like to specifically recommend a success center for students whose first language is not English. [REDACTED] •The human element in academic advising was ignored in this report. Academic advisors are on the first lines of student success. They know what classes to take with other classes, they know which students would mold well with which professors. They know things that a computer program can't replicate under a centralized system. This will accomplish the goal of having fewer students switch majors because they will be leaving the university.

"Talent management is a critical issue." Please allow remote work as long as it does not affect productivity. At least conduct a trial and let the evidence guide future policy.

n/a

looking forward to the changes coming.

Yes, I completely agree that the Provost's office has become too large, and should be scaled back, and I agree with the assessment provided. I do NOT agree that advising should be centralized, nor do I believe that the HEC at McAllen should report to the Provost (it should go to external affairs).

YES! Please split up this huge office! As mentioned, some of departments within the Provost's Office better align with other offices around campus. This would make it less confusing for students, faculty, and staff and make it easier for faculty and staff to refer students to the appropriate office.

With regards to Recommendation # 2 Centralize Undergraduate Academic Advising. Need to further define what "centralized advising means". I think a model that works is having some degree of centralized command and control but decentralized execution. For instance, some colleges have advising centralized under the Dean's office but the actual advising centers are co-located with the the departments in order to ensure quality of service to students and faculty. In my experience as a Director of Advising supporting the largest Department on campus, it critical to be co-located because of the numerous overlapping issues that need to be coordinated on a daily basis. While the report cites Change of Major as a reason to centralize, that is just one aspect of a very dynamic advising mission. I think there needs to be centralization when it comes to policy, practices and activities that are "universal" advising functions i.e. use of Navigate, etc. What has happened is that some advising policy and practices were seen more as suggestions and largely ignored by some colleges / departments. What needs to happen is establishing clear policies and practices that are required of all advising offices and enforcing those policies and practices and the University level but executing the advising functions in a decentralized manner. I recommend looking at the military construct where you have centralized functional areas such as administrative, logistical, communication etc. that have a "functional area chain of command" but also have a administrative chain of of command that is focused on meeting the needs of the specific unit which can differ from unit to unit. The "functional chain of command" ensures compliance with policies and practices that govern that entire organization but the administrative chain of command ensures the specific academic advising needs of the students are met within the college/ department.

With regards to Centralized Academic Advising: What would this look like with a campus as big as ours? Will advisors be responsible for all majors, college-specific? Will all advising be in one location? Even if advisors are divided into larger groups (colleges) this is still a lot of majors and programs that advisors would then be required to know in detail. An aspect of my job that I love is getting to know our students and connecting them with the Department. We call it their "home Department" because it should be a place where they feel comfortable and have a familiar face to turn to if they ever have questions or concerns about anything. My fear is that if advising is centralized on a larger scale then we will lose this connection and academic advising will become more concerned with getting people in and out rather than building relationships, teaching them about their degree plan and knowing the curriculum, and supporting them in their academic endeavors throughout their time here.

Why was the Division of IT not looked at nor discussed within this report?

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Why 2 IT groups (Provost\_IT, DIV\_IT? Never made any sense to me.

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Who will handle faculty promotion & tenure? Will that become a Faculty Affairs process?

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While some reorganization may be warranted, to cull the herd would cause great disruption in the ability of employees to do their jobs.

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While centralized advising sounds good in theory, I am not convinced it is best for Texas A&M University (TAMU). The report suggests that students need a more seamless way to change majors. However, changing majors is not something that should be done on a whim. Students need guided, knowledgeable advising to do that. Transition Academic Programs (TAP) does a great job of helping students through this process. The Office for Student Success has provided data in the past that shows that the sooner students who need to change majors, are able to move to General Studies in TAP, the better they progress towards degree. While the wording on the Undergraduate Studies page could use some tweaking, TAP is a one-stop place for students to get assistance in changing majors. The TAP advisors are likely the only advisors on campus who are already knowledgeable about University-wide change of major processes. My suggestion would be to have centralized advising in each of the colleges, as students need college and department specific advising for their majors and give TAP more authority over the change of major process. Additionally, I am not making the connection with how moving the reporting line of certain offices will make a difference if the structure within those offices are not changing. I can understand the Academic Success Center reporting to the Associate Provost for Academic Affairs and Student Success; it makes sense because of the name. However, just changing who that office reports to will not change the outcomes of those offices. From what I see and the data out there, these offices are doing a really good job supporting students and helping them success right where they are. I also believe the VP for Diversity needs to continue to be an elevated position, especially if the goal is for the student population, faculty and staff to mirror the population of the state. I don't understand how a VP reports to another VP.

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While I appreciate the intent of simplifying student processes, I have significant concerns about finding & recommendation #2. As an academic advisor, we do not require students to meet with us if they wish to change their major, and the steps of reviewing change requirements and meeting with an advisor in the intended major are really one and the same. While I acknowledge there are a plethora of opportunities to provide professional development for academic advisors when it comes to students changing majors, I don't believe this is justification for a wholesale structural change to advising. I am fortunate to work in an academic department where my voice as an advisor is embraced and sought, and I am concerned about how this might change if reporting lines are centralized. I work to be an excellent advisor to my students, and part of that commitment comes from our shared membership in the department. I know the faculty working with students and can reach out with concerns without being perceived as meddling or overstepping my place. My relationship with my academic department is WHY I find my role fulfilling and engaging - I am constantly learning and growing along with the program.

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While I agree that student academic success is incredibly important, I am unsure how creating a new complex bureaucracy will be better than the complex bureaucracy being replaced under the Office of the Provost. Enrollment Management should remain under the Office of the Provost and should not be subject to a matrix decision approach.

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While I agree it would be easier for students if offices were in one place, there is also the issue of the expanse of our campus. Majors such as business and ag with courses and libraries/facilities central to their degrees primarily on West Campus would be at issue having to go to central campus for advising when everything else they do is on west campus, and other majors would be at issue if these offices were too far from their major's central buildings. Decentralized advising may also result in students not getting the correct information.

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When one thinks of the role of an academic advisor, the automatic assumption is that all we do is help students pick classes to register for each semester. While this is partly true, advisors do so much more. Academic advising has been a part of my professional life for 17 years. Fourteen of those years, I have proudly served the students and advisors at Texas A&M University. Most of my career at this university has been in the College of Agriculture and Life Sciences. I have advised at the departmental level and worked in the Dean's Office for nine years. In those nine years, I have had the honor and privilege of working with some of the university's best advisors as a Program Manager and most recently, Director of Academic Advising. I have seen two different advising models applied in our college with both pros and cons to each of them. Historically, the college had a decentralized model that allowed for departments to house their own advisors. Advisors advised on the programs in the departments they were part of and worked closely with faculty

members within that department. Students received individualized advising from their advisors that aided in their overall success. However, the advisor's jobs often included "other duties as assigned." These duties ranged from being a departmental room scheduler, assessment liaison, recruiter, webmaster, and even someone that was tasked to clean the breakroom. In addition, there was a widespread issue of inequity in pay and titles among advisors. With no clear career ladder, nor pay that was equitable based on education and years of service, many advisors were underpaid or overpaid depending on the department they were part of. These inequities and other duties created a divide among advisors and our college recognized this. In 2020, the college centralized academic advising at the college level. While changing a model during a pandemic brought its own unique challenges, it was ultimately the best thing for our college, the university, and most importantly our students. Our model created advising centers by combining advising for similar academic disciplines among our departments. Our advisors are tasked with academic advising and only academic advising. We have been able to create a student to advisor ratio of approximately 300 students to one advisor. This ratio allows for students to receive more proactive advising, better communication, and an overall more individualized advising experience. While our advisors are content experts for one or more degree programs, the creation of advising centers has also allowed our advisors to cross-train among programs so students are continually served in the instance their advisor is not available. While the advisors no longer report to a specific department, our centers are still embedded in our academic departments. This has allowed our advisors to continue maintaining and building effective relationships with faculty members in our college. These relationships play an integral role in a student's success as it allows our advisors to advocate for students when faculty support is needed. In addition, they can still have relationships with their fellow college advisors that play an integral role when a student needs assistance from another program. We encourage and support the professional development of our advisors as continued learning translates to the most accurate information and services provided to our students. With the restructuring of our college advising model, one of the most important pieces that came from it was the creation of a clear career ladder with equitable pay among our advisors. We were able to create the Senior Academic Advisor position for each advising center. This position not only advises students but also administratively runs the center while mentoring and guiding the advisors they supervise. This role allows for an individual to gain important and necessary supervisory skills that will hopefully open other doors for them throughout the university. Our advisors are continually reviewed by those directly related to advising and help determine future promotions and pay based on their performance in their advising center. Our college believes in advising and our pay structure reflects the respect our administration has for the role that our advisors play in a student's overall success at the university. This past year has proven that a centralized model of academic advising is beneficial to the many different stakeholders at this university. However, I believe that going to a larger, centralized model at the university level could be problematic and could lead to an impersonal, numbers-driven advising experience for students. While I believe that consistency is needed in structure among our colleges, I also believe that this can be created by having academic advising centralized at the college level. This would allow all students at the university to be in an environment where they are assisted by advisors who are student success-driven and play an integral role within their college. Advisors currently play a role when there are questions from curriculum committees on course sequencing and potential bottlenecks changes could have on a student's progress. They are able to give feedback on the semester course schedule for issues such as required courses at the same time and the projected need for seats in a course. By centralizing at the university level, advisors would be removed from many of these interactions they have with faculty and administrators. The removal of them from those conversations could create barriers to a student's progress towards a degree. These barriers ultimately would have a negative impact on the overall retention and graduation of students at our university. The centralization of advising at the university level could remove the specialized services, both on the front lines and behind the scenes, that so many of our students now receive. While it is still unclear of the recommended reporting structure of centralized advising at the university level, the current office that has overseen advising at the university these past few years have lacked in the understanding of this profession. This office has created meetings, committees, task forces, and programs aimed at incorporating feedback from the advising community. However, these efforts have proved to be unnecessary and time-consuming as most of the feedback and/or information they receive is disregarded in final decisions. This is an office that is removed from the day-to-day advising of students and is often not effective when developing or implementing policies or programs related to academic advising. If this office will maintain a part in overseeing academic advising at the university, I encourage university leadership to look deeper into their role and provide an opportunity for further feedback from the university community. I believe that much of what was addressed in the report related to the rationale behind centralizing at the university could still be fixed by centralizing at the college level but also allowing



Transition Academic Programs (TAP) to have a greater role in working with undecided students. Many of our new students come to Texas A&M in a major that they were either forced to choose or had to choose to be able to start as a freshman. Allowing students to come in as undecided would allow them to fully research a variety of fields and choose a major that best suits their interests and aspirations. For those that do have a declared major but need to change, I believe that creating college liaisons in TAP would allow these students to have a transition major to change into while working to meet the requirements to change into their desired program. It would also allow them to receive advice towards a variety of programs in a certain college or discipline area to help them make an educated decision on which program best fits their educational and career goals. A couple of years ago, at a new student conference presentation to parents and students, I was able to describe what is that we do. I compared our role to the job that a sports or entertainment agent does for their clients. We negotiate with our counterparts around this university when a student needs assistance getting into a class. We work with their faculty members and advocate for them inside and outside of the classroom. We talk with them when life may seem to be going in a different direction than they planned and help them get to the services they need to get them through a trying time. We point them in the direction of opportunities outside of the classroom such as study abroad, research, internships, and post-graduation jobs. And most importantly, we celebrate the ultimate win when they finish their final semester and walk across that stage to get their diploma. Advisors play an integral role at this university that not only aids in a student's path towards graduation but also helps them create a sense of belongingness. Through individualized service to each student, we help them feel at home in a large university by making it feel not that big. I hope that input such as mine is taken into consideration as proposed changes are reviewed and made by our university's administration.

What would the centralization of advising look like? The report is still vague and does not explain what this structure would entail. When reading the report, I envision all advisors from across campus advising for all majors offered at this university. If this is what the consultants are recommending, then the centralization of advising would be detrimental and devastating to students. This structure that I am envisioning based on the report, reminds me of what we see at community colleges or in General Studies. In these structures you have advisors trying to advise for a variety of different programs and transfer pathways. Inevitably, students are misadvised and given inaccurate information, because there is no way one person can know all the nuances or requirements for the number of degrees offered at TAMU. One of the majors I advise for is very interdisciplinary, and no two students will have the same degree as there are multiple variations. Unlike other degrees at this university that are very straightforward or sequenced, the major I advise for is not. I could not imagine a person that has no prior knowledge of our department, courses, faculty, and more, stepping in to advise a student over these requirements. We consider ourselves subject matter experts, because of the time we spend working with our programs and students. We pride ourselves on making students feel like this is their home away from home. Students receive a personalized experience when meeting with us, and do not feel like just another number. Centralizing advising would take that away. Special student circumstances and student issues need to also be considered. When students are dealing with sensitive topics or issues, they are more comfortable speaking with someone they know and who knows them. Taking away the sense of personalization could cause a ripple effect where students are not going to be as forthcoming with advisors, they are not familiar with and who they have not created a relationship with. I can say from experience that students can feel this way, as was evident when I was an advisor in the College of Engineering (EASA). I worked with the General Engineering students and due to the number of students we admitted each academic year (in large part due to the initiative of 25 by 25), students felt like a number. We were expected to advise students based on a shared first year curriculum, yet we were also expected to know about all the different majors within the college. In my opinion, this was an impossible feat, as the college has over 20 majors and there was no way we could become experts in each field. Students did not receive personalized advising. There was no way they could given the number of students in the first-year program and the number of advisors tasked to do this. One of the primary reasons I left engineering, was because I wanted to build a rapport with students. I wanted the ability to know my students and their story, to understand where they were coming from and their needs, and to watch them start their academic career at TAMU and continue down a trajectory towards graduation. How would centralizing impact our ties and relationships with our departments? In our current structure, we are very involved with our department as far as working with administration on course offerings, recruiting efforts, enrollment management and more. When we have student issues, we work with our administration (Undergraduate Director and Department Head) to solve them, since again, they know our students and degree requirements. I also work closely with our Director of Undergraduate Studies, and he relies heavily on advising for his job as well. Centralizing advising will sever this relationship and will distance advisors from their departments, who support them in so many ways. In terms of

streamlining the change of major process, while the Office of Undergraduate Studies lists five different steps, the reality is that the process is much simpler. Students do not necessarily have to meet with their current advisors. In fact, most of the students I meet with for change of major come directly to me and bypass their current advisor. When I meet with the students, we then discuss the change of major process and whether they are eligible. If not, we discuss General Studies as a possible option or other majors. I do not feel that the process is as complicated as it is made out to be. However, why would you want students going to advisors who have no expertise in what a major requires.

Centralization is a reoccurring theme throughout this report, but I wonder if higher-level administration, or the consultants really understand what happens at an advising level. While I understand wanting to keep up with other institutions of higher education and modernize our practices, TAMU is a university based on traditions, a network, and a sense of connectedness. When you centralize, you take away personalization and in a sense accessibility.

We are lucky to have currently a President with a strong practical background /experience with academia. That would not necessarily be so in the future where the President could be a strong administrator but not academic. Removing faculty affairs from the Provost who always has been, and should be, a strong academic and passing the same to a potentially weak-in-academics President may amount to placing such an important role in the wrong office. I suggest Faculty affairs remain under the Provost.

To read the Provost office were still reviewing cases from the spring 2021 is enlightening & concerning – is this due to staffing shortage brought on by continual hiring freezes? To read that Open Access Labs, Enterprise Information Systems and Instructional Media Services is suggested to move back to I.T. is interesting. These areas were once under I.T. before. I would question why they were moved out once before moving them back. I suspect it would work well in either area. The constant back and forth is mind boggling, not to mention how much these changes in manpower alone must cost.

This section has a lot of recommendations. While the concept of narrowing the focus of the Provost sound good, this is a large amount of change. I would be shocked if this level of change could be accomplished by September 1, 2022. I would be very cautious in implementing these recommendations. There are numerous pitfalls to each recommendation any wrong decisions can be very costly in terms of both reputation and money.

This offers an opportunity to center the institution's effort related to student/academic success. My interpretation of the proposal is this would primarily be programs, collaborations, and outcomes focused on the student learning, not instructor teaching per se. The Center for Teaching Excellence interacts solely with faculty/instructors (and graduate students related to teaching). Certainly CTE supports and contributes to student learning of student/academic success. I also believe this mission would continue to be supported in however the CTE is relocated. If it is important for CTE to remain under the Provost, then I would recommend relocating under the VP for Academic Affairs & Strategic Initiatives, instead of under the AP for Student Success (which is proposed). CTE is invested in many ongoing and emerging "academic affairs & strategic initiatives" (i.e., Program ReDesign, Mentoring, English Language...) areas. To me, that is more seamless and maintains the emphasis on faculty/instructors (and graduate students related to teaching). The support for Higher Education campus at McAllen is important. This campus' faculty and students and community would offer more valuable insight.

This is a much needed change. Over the past 4-5 years the Provost Office has acquired multiple units across campus and they detract from the proven mission of the Provost Office. Additionally, the McAllen Campus operations should be elevated, but should not reside in the Provost Office - they have proven over the last 4 years that this campus cannot grow under the current structure and leadership. The McAllen Higher Education Learning Center should be relocated to the new VP for Academic and Strategic Collaborations as this should be viewed as a community impact program and asset to the community of McAllen. This area cannot be treated as a Branch Campus (like Galveston or Qatar). It will never be successful in the current model. It must provide value for Texas A&M as well as the Rio Grande Valley and the McAllen community.

This is a logical and admirable goal in an of itself but the "focus on academic success" is an unclear measure. Numerous units listed to be removed from the Provosts Office seem to directly impact the academic offerings on our campus but little explanation is given as to why some offices were removed and some were left behind. If "Academic Success" is only to be deemed those offices in a College unit, then that assumes that the Labs, Media Services, etc. that support that unit are not directly tied to their success. Will they be as responsive when they are no longer in the same reporting chain? Further centralizing advising does not seem to support the prevention of students changing majors. Generalists across 120 majors run the risk of not being able to recognize a student's fit to a specific major and more frighteningly the potential to misadvise students based on unique degree requirements. It could very well solve issues that definitely exist

around advising availability and the differing quality of student experiences across campus but again, this isn't the stated goal.

They are way too big and way too powerful. They are so busy, they can rarely focus on being strategic in their core mission, student academic success. A report like this needed to happen five years ago. I support the idea of creating a more balanced Texas A&M.

These changes seem logical. I have only a few thoughts: 1) Should enrollment management align with recruitment operations in the Academic and Strategic Partnerships vs. the division of Finance? 2) If academic advising for undergraduates is to become simpler for students to use, someone needs to address the multitude of major specific elements that have to be kept track of by each departmental advisor. Having dotted lines to departments may work well, but true efficiencies won't be realized until someone addresses the massive customization of academic programs by department/major. Any student who has ever tried to change majors knows this. The advisors in Transition Academic Programs would have excellent insight to these issues. The elevation of the Diversity Office to report through to the President seems like a logical next step for it.

There seems to be good recommendations in the organizational structure, with a focus on student success through a more streamlined Provost Office.

There seemed to be several centers or distinct offices under the existing Provost umbrella that better align with other areas (I.T., Student Affairs) etc --- the plan to move them seems well founded and necessary to streamline the true duties of the Office of the Provost

There are many concerns/questions around centralizing advising - will the advisors still be located in each college for easier access by students and relationship-building with the departments they serve, or will they all be centrally located in one building? Will advisors still be subject matter experts for individual departments or will they cover more departments? This could create less availability to students and reduce the amount of detailed knowledge they can provide.

The statements in Recommendation #2, Finding #2, Rationale #2 appear inaccurate. In our experience, changing majors, for both undergraduate and graduate students, is as simple as having students fill out a digital form and having it approved by their current majoring department and the new department they desire to change to. This change can be applied within a few business days thereafter once this step is taken. Because of this inaccuracy, I do not see the pressing need to centralize undergraduate advising. Doing so would eliminate the advisors' intimacy with a department in which they have in-depth knowledge of, and force them to be more generalized. I would foresee this recommendation creating more problems than preventing.

The report is not clear whether the centralization of UG advising is in terms of reporting lines or physical relocation, but advisors should remain physically dispersed throughout campus in their college buildings. In Fall 2020 the College of Architecture's Student Services office gave a voluntary, anonymous survey to undergraduate students after advising appointments. We received a total of 243 responses. Only 4% (10 students) said they discussed change of major during their appointment. Instead, most appointments related to course registration (60%) and degree plans or minors (53%). Students could select more than one topic, which is why the percentages sum to more than 100. 92% said "advisor was helpful in resolving my problems, addressing concerns, and answering questions." 94% said "advisor was knowledgeable in discussing my degree plan and answering questions." 96% were satisfied overall with their most recent advising session. These data indicate: 1) that the current structure for advising is highly effective, in part due to having highly knowledgeable advising professionals equipped to answer discipline-specific questions; 2) that students are satisfied with their advising experience in the College of Architecture; and 3) that the advising process for change of major is not a major function in terms of number or volume of appointments. Building relationships with their students is fundamental to effective advising, and our advisors are able to do that in part because their offices are conveniently located where students can drop in and because they get to see the same students throughout the students' careers at A&M. Our advisors are deeply knowledgeable about their program curriculum and processes at A&M, and this knowledge benefits the entire department and college, not only students. For example, one program with a new faculty director was recently considering significant curricular changes, and it was our advisor who was able to consult and provide advice to the department about how the changes would affect students since the faculty member was inexperienced and unfamiliar with university requirements around core curriculum, W/C requirements, etc.

The report does not provide any cost-benefit analysis. It is easy to move offices on paper but who will pay for the movement of the offices, inefficiencies created as a result of new work flow etc.

The reorganization the report describes would be a massive undertaking. It would take strong leadership and accountability to keep people from getting frustrated and leaving. Yes, TAMU is made up of silos. However the silos developed because of pressures exerted by being a state institution which put significant constraints on accountability and change. I'm not sure the writers of this report can fully grasp how TAMU became this way just in the few months they were involved in gathering their info. I work in research and we've discussed the benefits of centralization of research services for the entire time I've been here. Reasons I've seen why centralization hasn't occurred is because college level leadership doesn't want to give up the power, money, and control that centralization would entail. In addition, it's difficult for higher level administrators and leaders to force significant change upon college Deans because Deans and college faculty have a strong say in whether higher level leaders keep their job or not. Bottom line - it's pretty easy to come up with a new org chart but it would be very difficult to implement the organizational change the report recommends.

The reorganization of this office is concerning on many levels, but specifically because it seems to have left out any mention of Transition Academic Programs (TAP). This office houses the General Studies (GEST) and TEAM majors and runs the Aggie Gateway to Success program. These majors and programs serve students who are moving between and/or wanting to learn more about majors/colleges via the GEST major as well as students who enter the university as either partial (TEAM) or provisional (Aggie Gateway to Success) admits. Collectively TAP serves some 2000 students who are looking for new major homes. Given the comprehensive nature of the report and the sweeping changes to the Provost Office I was surprised that TAP was not mentioned and was not listed on the proposed organizational chart. I fear it might have been overlooked, or might have been assumed to be part of another program. If it was not overlooked then I have to wonder where the services that TAP provides might be located in the proposed scenario.

The reorganization of the provost office seems to better fit the mission of the provost in the academic setting. Recommendations are provided for the academic advising to become centralized. How will this impact the structure of academic advising or student success programs on the Galveston Campus?

The provost office definitely needs restructuring and processes need to be refined so workflows are more efficient. It seems like so many things get stuck at the Provost's office and there is zero transparency. I don't really agree with centralized undergraduate academic advising without really thinking it through.

The proposed restructure and re-alignment will increase efficiency, especially in the areas of faculty hiring, student employment. The shift of immigration services will need to be closely communicated with the other A&M System members who use these services. The idea to centralize undergraduate academic advising may have an impact on the colleges specifically and it is the hope that college will maintain some of this oversight to maintain and/or reach enrollment goals. Having all academic advisors connected is an excellent idea, but a truly centralized approach to this may impact our student growth.

The proposed move of the Center for teaching excellence to the Associate Provost for Student Success does not make sense. This is a service for Faculty and not for students.

The process of changing majors does not require the 5 steps, though doing each step is encouraged. A student does not have to meet with anyone if they do not want to. They can simply go to the University's change of major website <https://us.tamu.edu/Change-of-Major> to find out the requirements to change their major. They then fill out the universal change of major application via Howdy and follow the university (University wide) change of major application opening and closing dates. \_\_\_\_\_ The College of Agriculture and Life Sciences changed to centralized advising at the College level in summer of 2020. Advisors were changed from reporting to the Department level to reporting to the College level. The structure that we now have includes a Director of Academic Advising who reports to our Associate Dean for Academic Affairs. The Director is the supervisor to the Senior Academic Advisor for each of the advising centers. The Senior Academic Advisor is the supervisor for the Academic Advisor 1-4, as applicable in each center. Each center is comprised of like departments and each center is a similar student load. This structure has allowed for streamlined career ladders, salaries, advising policies, student to advisor ratios, etc. Student receive a better advising experience with this College centralized structure because they now have the flexibility to speak to numerous advisors within their center and Advisors are more familiar with more curricula. We can now advise better and more efficiently. Centralizing at the University level would be a disservice for several reasons. Losing the College and Department's would damage the student experience, especially regarding advising. It is important to have the Advisors be involved with the Departments (not report to), to know the classes well (what type of assignments they do, which classes not to take together, etc.), to know and interact with the faculty, to know the departmental student organizations, and more. These all allows better advising. Having Advisors be responsible for being content experts on more than a few departments

worth of curricula would cause quality to decrease. There is no way that advisors could give the thoughtful time and expertise to their job if they are expected to know everything. There would be more of a chance for mistakes to be made during advising experiences. There are positive reasons for students to be able to see more than one advisor, but I believe that if you give them too many options, they will lose the relationship building that can come from advising. If students do not see the same advisor consistently, they will lose that opportunity and trust. It is very important to have a unified process for advising on-boarding, professional development, and accountability. I would stress the importance of getting anonymous feedback from Advisors about to which office they report if centralized, their thoughts on what they see as important on-boarding, professional development opportunities, career ladder and pay scales. I believe many Advisors would have a very strong opinion on which office is "in charge" of all the Advisors at the University. I do not believe you will get truthful feedback about this unless you ask for anonymous feedback. If advising changed to university wide centralized advising, there is the question of which office would be the supervisors of all the advisors. I would be very hesitant to put the Office for Student Success (OSS) as the boss/supervisor/head of all advisors. This is a concern to me because it is my belief that OSS is too far removed from the student and advisor experience to give good insight into the needs of advisors and their students. We have seen time and time again where there is a disconnect between what OSS believes should occur and what Advisors believe should occur. When OSS has asked for advisor input in the past, whether it be sitting on committees or just general feedback on topics, the advisor input was not considered when making future decisions. At times, feedback is not solicited at all. Advisors are on the front lines with students, and we know what our students need and what we as advisors need. My last note, is that If centralization occurs at the University or College levels, please do not make these changes through Reduction In Force then having people reapply to the newly centralized positions. We have seen this in the past and it has cause severe consequences, to include but not limited to: loss in trust between employee and employer; poor mental and physical health of not only RIF'ed employees but the supervisors who had to inform the employees; low morale; and overall bad reputation.

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The primary function of academic advising is to provide students with information regarding the courses and actions they should take to be successful in their chosen major. Achieving this primary function requires the advisors to have extensive detailed knowledge of the requirements for the major that they are advising. TAMU offers 112 discrete undergraduate degrees/majors. If UG academic advising is centralized to serve students from all majors, each advisor would have to possess detailed knowledge of all 112 majors. This is not a realistic expectation. An alternative would be for centralized advisors to specialize in specific majors or colleges – similar to the current department/college advising structure. While it is certainly desirable to assist students in changes of major, this is a lower level function of advising. Facilitating changes of major could probably be done with an online app that would guide the students in a step by step process with specific requirements of each receiving major/college. In summary, the recommendation to centralize academic advising advances a lower level function (changing majors) at the expense of the primary function of advising. That is, the tail is wagging the dog.

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The previous fact-finding missions to Qatar carried out by the Provost's office have been ineffective. Holding a public and, group townhall meeting in a public form has a chilling effect, and people do not share their true perspective. No one is willing to air grievances or frustrations in a public forum like that. It is also unclear as to how the reorganization of academic advising will affect the Qatar campus. There is already an advisor in the TSO providing advising to TAMUQ students remotely. Will TAMUQ advising be centralized to main campus as well? The same goes for all other TAMUQ services like HR, Finance, etc.

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The premise for recommending centralized advising seems flawed. "Students often change their major" and the cited source do not include the percentage of Texas A&M undergraduates who even change their major in their time at Texas A&M. While "some" students change their major, it seems like a MAJOR change, for a small subset of students. The answer to the change of curriculum issues should be to look at the change of curriculum process, not upend customized student support. The value add of advising is not creating a catch all system - it's transformational when it's done in the context of personal relationship and narrowly tailored to the individual students' goals for their academic, personal, and professional life at Texas A&M. Additionally, effective advising is closely tied to deep knowledge of programs and opportunities within a students' college. When I meet with a student, I am not only helping them pick classes. I am connecting them with alumni within from our program, pointing them towards internship opportunities, and telling them about minors and organizations that support their interests. The value add comes in customization and personalization, not increased generalization.

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The plan in the report of putting business affairs back under the president and keeping the provost functions mainly academic seemed logical.

The office of the provost has in the time that I have been here been one of the more successful shared services providers. Although some of the offices proposed make more sense in other portions of the university, the support structure in the provost office has been a better place for these organizations. Aggie Honor System Office, is a critical part of the university and should be more featured in both undergraduate and graduate education here at A&M. The A&M Career Center has in my opinion been underwhelming in the support that I received as a Technology management major, however that was more due to poor understanding in that unit of what my major was. Diversity and Inclusion should be a balanced but important priority in the university and understandably should be a part of the new Strategic Collaborations group. I do not have a lot of perspective on some of the movement of Faculty Affairs responsibilities except that if this office is created it needs to have a large buy in from faculty and hopefully invest time in evaluating the tenure structure at Texas A&M and work towards a better overall environment for staff and students when interacting with faculty members.

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The new organizational structure that has been suggested for the Provost Office seems to make more sense, and I like the idea of the creation of an Associate Provost for student success. Centralization of undergraduate academic advising would take away from personal relationships that many students form with their advisors, and it would take away from specific knowledge about courses/professors/degree plans that departmental advisors have and use to help their students.

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The idea of centralizing the advising departments is very distressing. As a former student and a staff member in an advising office (the same advising office) for 27 years, I can not fathom how someone can justify that centralization is better than individual advising. Texas A&M University prides itself on the Aggie Spirit and being one big Aggie Family. By centralizing advising, you are definitely getting rid of that "family" facet. How is a student supposed to feel welcomed, part of a family if they don't have that one person, that one special department, that makes them feel welcomed? It is very disturbing to this fellow Aggie that our new president is starting her term by trying to change what Texas A&M is all about. As an advisor, how can I consciously encourage students to want to become part of our Aggie family when I know with this centralization, that is far from what it will be. Sincerely, A VERY concerned former Aggie (Class of '93) and 27 yr advising staff member at TAMU

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The comments related overall to Provost Office sounded fair and enlightening. To read they were still reviewing cases from spring of 2021 seems to reflect a shortage of staffing, and appears to be the continued result of reviews performed many years ago at TAMU and ongoing hiring freezes. Also to read that the conclusion to place Open Access Labs back to I.T. makes sense. They resided in this area once before and it worked well.

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The changes suggested to this division make sense, however, the current changes that have been in place are slightly confusing when you compare them to the propositions in this report.

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The centralization of advising at the University level is not compatible with advising success for an institution of our size and specialization. When looking at completely centralized advising models, centralization at a community college and/or smaller institution might be feasible. When we think of a successful centralized model for advising, the College of Agriculture and Life Sciences [COALS] has done a phenomenal job. The creation of Centers has allowed for centralization with specialization. Advisors are able to become the content specific experts for their student caseload while keeping student caseload at a sustainable level. This type of centralization has reduced the competition for caseload, increased the sharing of best practices, minimized student confusion, and promoted a well-rounded team of student success minded advisors. With that being said, should University-wide advising centralization be deemed necessary, I recommend that content specialization be taken into consideration. With the model of centralization that has been adopted by COALS, advisors have an opportunity to cross-train, develop professionally, learn in a safe and constructive environment, as well as maintain connection with faculty and staff in specific majors/programs. This intersectionality is imperative. This allows faculty and staff to better monitor student success and retention, allows for professional staff to provide feedback on curricular issues and gives faculty a contact when students need assistance and/or support beyond faculty scope or comfort. The report was vague on the supervision of this University advising centralization. I implore leadership to provide further information on this and allow for further feedback. The centralization efforts that has been overseen by The Office for Student Success [OSS] have not been constructive or positive in advising career growth. In fact, it has been detrimental to advising morale, professional development, and retention. This office has not successfully coordinated themselves, we cannot expect them to coordinate advising at large. This office does not and will not listen to input from advisors. They will develop committees and host meetings, create taskforces and documents but when the products from these are shared; the voices of advisors outside of OSS are not represented. This group is so far removed from the frontlines of student success, they are no longer effective in the development and/or implantation

of university advising policies.

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The basic logic appears to be about the notion that the Provost Office Has suffered from years of Accumulated "Mission Creep" and is too disparate in Interest to do a good job at anything given it's many tasks. Moving the various programs under a more appropriate organizational tree seems appropriate. The idea that the Provost Office provides an organizational buffer to the Presidents Office should be considered, and I see no indication that this has been considered.

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The authors of the report do not seem to understand what the provost does or were directed to get rid of the position as part of their scope of work. If you had positive experiences with the Provost then you want the position kept - if you want to vest all power in the President then you want it eliminated. My hunch is that the authors were given directives that have not been shared with the university community.

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The Texas Real Estate Research Center Comments on How Recommendations in the MGT Comprehensive Review Would Impact the Center and Texas A&M University 1) The Center was created by an act of the Legislature and placed at Texas A&M with the mandate of conducting applied research in all areas related to real estate and urban and rural economics and communicating results and findings. These separate statutory responsibilities are outside university purview. Since the Center is not specifically mentioned, it is unclear if the intent is to apply MGT's proposed structure even to specialized entities like ours. If applied as outlined to the Center, it might be perceived as out-of-step with the culture that drew the industry to place the Center, at its inception, at A&M. The recommendations clearly do not align with the Center's enabling legislation and structure. Change with as much potential for negative impact as this would have to be disclosed as part of my periodic updates to the advisory committee and the industry. In its fifty years, the Center has by precedent and since 1987, by a formal affiliation agreement with Texas A&M and Mays Business School, operated with wide latitude for independent administrative action. The Center is an innovator with many firsts on campus. To continue being an innovative organization that is relevant to business and policy leaders, the Center needs that latitude. The principles in that precedent and agreement have served the Center and Texas A&M well and should be retained, and I am requesting dispensation for retaining the Center's communications, information technology and administration/financial/business functions. Rationale: a) The Center is amply funded by real estate license fees directed to the Center through the state comptroller's office. The Center receives no financial support from Texas A&M University and no tax revenue, and its staffing, salaries, operations and overall spending have no impact whatsoever on Texas A&M or Mays Business School. b) The Center's funds are placed in a separate account and by law cannot be usurped, reallocated or used for any other purpose. c) The Center operates under a nine-member advisory committee appointed by the Governor that evaluates and approves its plan of work, staffing and budget. d) The Center and its director are formally evaluated annually by the Advisory Committee and by their review of Center publications. The Center undergoes broad-based scrutiny by industry, state leaders and the public at large. 2) Affiliated by law with Texas A&M, the Center welcomes sharing recognition for its work, but it also must retain its own unique identity and branding to survive and thrive. Rationale: a) The relationship has been and continues to be mutually beneficial. The Center benefits from the good name of the University, and the fact that the Center's research continues to positively impact public policy and the quality of business decisions for the betterment of every Texas accrues to Texas A&M. b) The Center survives politically and financially because of the advocacy of the real estate industry and its governmental affairs leaders. The Center's funding, after all, is derived from the licensing fees paid by their members. As a result, the Center must maintain a high profile and continually produce high-quality, relevant and timely research and information to justify its existence. This is key to maintaining support and goodwill for the Center. c) A marketing study commissioned by the Center pointed out the need to strengthen the Center's branding and broaden recognition for its work. That same study revealed that the Center has struck and continues to strike the balance of meeting the informational needs of the industry without "being so cozy" with the industry as to diminish the Center's reputation for independence and unbiased research. d) The Center is unique in all the states; it is the largest, most productive academically affiliated real estate center in the nation. e) The quality of the Center's research and communication vehicles has earned the Center national and international recognition, and that reputation accrues to Texas A&M University at no cost to the university. f) As evidence of the degree to which the state depends on Center research and data, Texas' largest metros by recent state statute must rely on Center data in setting housing policies. The Center has devoted more resources to assisting Texas municipalities in addressing affordable housing issues. The work we are doing in this realm is highly popular, and the accolades accrue to Texas A&M as well as the Center. 3) The Center must maintain its award-winning communication function. Rationale: a) Enabling legislation requires the Center to communicate results from its prolific

body of research. Stripping the Center of its communications team would place an additional cost burden on the University that the Center now bears. b) The Center's editorial team tailors photos and graphics to enhance every report, article or product offered by the Center. A centralized communications function could not offer the same synchronized results in a timely manner. c) Center editors turn articles and reports prepared by researchers with vastly different levels of writing skills and styles into quality communication pieces that target the Center's audiences. Surveys are conducted to determine readability and other factors that a centralized function could not offer. d) By law the advisory committee reviews all written material flowing from the Center, and their comments are taken into account in the editing process. I cannot imagine that being done in a timely manner at a centralized function. e) The Director reviews everything that flows out of the Center at least twice, and his/her comments and edits are incorporated into the final manuscripts. This extensive review process is to ensure that the research and messaging are methodologically sound, unbiased, apolitical and cannot be construed as advocacy. By law the Center cannot lobby or advocate. The Center has a stellar reputation among legislators and statewide elected leaders for quality, unbiased research that helps inform public policy without lobbying. Michael O'Quinn is fully familiar with the Center's work and reputation among the state's leaders. Once again, it's hard to imagine a centralized editorial staff outside the Center being able to do this in a timely manner, given the prodigious amount of work the Center generates. The flow of work out of the Center would be impeded or grind to a halt altogether. 4) The Center needs wide latitude to retain and recruit talent, and to take personnel and salary actions (hiring, salaries, promotions, recruiting). Rationale: a) Since all the funds the Center expends are dedicated to the Center's exclusive use by law, these actions have no impact on Texas A&M or Mays Business School. b) The budget covering all hiring, promotions and salaries is reviewed and approved by the Advisory Committee. c) Since the Center conducts applied research, it competes directly with private sector industries for talent, and they typically pay higher salaries than the academic community. d) With a number of the Center's long-time employees retiring, succession action is of utmost importance. The Center needs the freedom to recruit and pay salaries that are competitive to fulfill its mission. We are short-handed now, needing to fill critical positions. e) How work is accomplished has changed, and attracting talent is more challenging than ever. As a result, AWL and remote work must become basic tools to attract and retain knowledge workers. Our own qualitative research points to organizations using less office space in the emerging hybrid work environment. f) We continually strive to be good stewards of our resources, and reducing our own real estate footprint and related costs are simply prudent to consider. g) The surge in productivity we experienced during the pandemic demonstrated our ability to make remote work viable. h) Because our mission focuses us on research rather than classroom instruction we are not bound by the need for a physical presence on campus. 5) The Center must maintain its business/financial management and human resource functions internally. Rationale: a) The Center's funding is exclusively for the Center's use, and we are accountable not only within the University but to other entities, including the Legislative Budget Board, Texas State Comptroller's Office, Texas Real Estate Commission, members of the legislature, Governor's office and the Center's Advisory Committee. b) The Center's funds cannot be co-mingled with and reallocated on some new proposed merit-based system. Those funds are the Center's alone and are under its exclusive control. c) We must have business, HR, and admin functions with first-hand knowledge of operations within our department. d) There have been numerous times when as director I have had to answer immediately for fund balances, budget or specific expenditures by category to outside regulators or industry groups. e) The Center's funding is substantial, but it can fluctuate with economic conditions. Admin and financial management personnel are necessary for internal revenue and expense projections. 6) The Center has to retain its information technology staff. Rationale: a) The Center maintains one of the largest, most advanced data warehouses on campus with billions of datapoints. It is central to all of our extensive research, and we literally could not continue in our mission and our relevance would rapidly decline without our own technology staff. Our three IT experts have overlapping responsibilities that could not possibly be outsourced or parceled out to a centralized office. b) Because of our extensive proprietary data, we maintain our own high-level security protocols in addition to those of the University. We have become the leading Center of our kind in the nation because our research has led to better decisions by policymakers, business leaders and Texans. I appreciate your favorable consideration of my request so we can continue to fulfill the mission the Legislature charged us with. We appreciate the relationship we have enjoyed over our fifty years at Texas A&M.

[REDACTED]

[REDACTED]

The Provost office is currently too large, and the MGT's recommendation to reorganize the Provost office's organizational structure is an excellent change. In addition, the recommendation appears to allow the Provost office to



focus exclusively on the academic mission of achieving excellence. I work in the Academy for the Visual & Performing Arts department, and I often wondered why it was under the Provost Office, but I can now understand why AVPA got very little focus.

The Provost Office restructuring makes logical sense. There are superfluous entities within that office that have needed to move for years but haven't because they have become entrenched. Centralized advising will fail. There are many different types of advisors and advising that happen on this campus. The position descriptions vary and changes are handled poorly (i.e. what happened in AgriLife last year with the RIF). Undergraduate advisors are grossly overworked, underappreciated, underpaid, and unsupported. Centralizing their efforts will further alienate them. Any way of handling restructuring is better than what AgriLife did, but if this is going to happen it should be done after being thought out and purposefully executed. There should be conversations with the people who will be impacted the most and not only discussed at the upper levels. OSS has not eased advising strain, it has created more. McAllen campus is a wonderful opportunity and should be explored more.

The Provost Office needs to still be in charge of the faculty. As the primary Academic Officer for the institution, handing those responsibilities off to a VP -- who may not even be a faculty member, much less a fully tenured one -- shows a lack of respect for and understanding of what it takes to be a faculty member, particularly if the supposed goal of this entire endeavor is to elevate the status of A&M as a major research institution.

The Provost Office needs to be scaled back over the years it has been a place to park programs that had no other home.

The Provost Office gains a lot of power and influence that it's lacked. While it's influence has grown over the years as the report indicates, the changes suggested make it seem like it would be a more effective office.

The Provost Office administers the Accountability, Climate, Equity, and Sustainability Faculty Fellows Program. Who will administer this VITAL diversity initiative in their absence and where will the funding be housed? It is upsetting like this that prove of underrepresented scholars that Texas A&M is not very a place where stress about simply being on a stable track to contribute and be valued as a scholar will be ever present.

The MGT recommendations for the Provost Office does not appear to be grounded in a clear understanding of the role of the Provost within higher education. In fact, the complete neutering of this office actually works in opposition to the goal of providing academic excellence. The Provost is the Chief Academic Officer at the university. This position has always served as a #2 to the President and often Provost positions are a training ground for the role of university presidents similarly as being a governor puts you in prime position to be President of the United States. As I mentioned, the MGT report neuters the Provost Office and reduces its mission. As the Chief Academic Officer of the university, the Provost is not only responsible for the academic success of students but providing excellent academics to students. The Provost accomplishes this through the Dean of Faculties. The Provost cannot ensure the success of students if they lack control of maintaining the integrity of the academic information being delivered to students. This report purports that the issue with the Provost Office is a lack of focus, it has gotten too large to maintain its mission. The report suggests that reducing the scope of the provost's office and creating new resources will alleviate this problem. I partially agree. It's not that the Provost Office lacks focus, the problem is the Provost Office does not have the resources to maintain its mission. An example used in the MGT report is the Aggie Honor Office, this report suggests that if the Provost Office was more student focused this backlog of cases would not occur. The Aggie Honor Office would be in Student Affairs which is dedicated to students and thus be able to meet its goals of addressing student honor cases. Well, if someone had spoken to the employees in the Aggie Honor Office they would know, the issue isn't that they don't know their mission, the issue is their workload increased by 200% and they can't get more resources, i.e. people to assist with processing. Everyone is overworked, underpaid, and can't meet the demands of the increasing student population. We have multiple programs to support our students but there is usually a sore lack in financial resources to staff these programs. The Provost Office does not lack focus, the Provost Office lacks financial resources to achieve its mission. On the org chart, MGT proposes that the Vice Provost for Faculty Affairs and Interdisciplinary Initiatives, Dean of Faculties, and VP and Assoc Provost of Diversity, and VP for Enrollment and Academic Services should leave. I disagree, these units should stay. I would propose that the Vice Provost for Faculty Affairs replace the Dean of Faculties (DOF) and the DOF unit is incorporated into this office. I will go into greater depth in the section on the proposed VP of Faculty Affairs. By keeping these units under the Provost, the Provost will be able to maintain the mission of delivering great academics to the students of Texas A&M. I would suggest, doing a deeper dive and supporting these units with the much needed resources to be successful. For many departments, the student population and the number of student programs increase but the staff to help deliver those quality programs has not grown or has not grown to reflect the university's



credibility as valuable component in the educational process as students seek internship, cooperative education and full-time positions, as well as admission to graduate and professional schools. Last year, the staff of the Career Center had more than 24,000 total advising contacts, hosted over 1,000 programs with more than 50,000 attendees, and communicated with hundreds of the organizations that recruit at Texas A&M University. This marked a 14% increase in advising contacts, a 28% increase in the number of programs offered, and a 61% increase in program attendance over the previous year. In addition, we provided support campus-wide for more than 50 virtual Career Fair events, virtualized campus recruiting and all our interview rooms, and interacted with more than 3,000 recruiting organizations. We remain connected to the colleges and departments with our Career Coordinator program, through which dedicated staff with specific skills and experiences relevant to specific populations serve both undergraduate and graduate students. Our team members are engaged in classrooms with 18 of them serving as assistant lecturers, visiting lecturers and instructors, teaching a wide variety of courses, including Hullabaloo U 101, BUSN 481, GEOS 203, BIOL 302, AGLS 125, and EHRD 613. Beyond their work in the classroom our staff members engage in college-level meetings with advisors, faculty and administrators on a regular basis, allowing Career Center programs, services and resources to be integrated into students' educational experiences while at Texas A&M University. In addition, many of our team members actively support development and former student initiatives in each college and across campus. This past year the Career Center strengthened our collaboration with the Higher Education Learning Center in McAllen, presenting to their administration and faculty and beginning the process of hiring a new career coordinator to serve the McAllen campus on site in the Higher Education Building. The Career Center has served as a central point of contact for employers, allowing us to engage key staff, faculty and administrators in various campus visits and meetings, with both prospective and existing recruiting organizations. Since the beginning of the fall 2021 semester, our employment services team has participated in more than 230 meetings with employing and recruiting organizations, and has organized campus visits for several, including SpaceX, IBM, and Tesla. In addition, since August 2021, the team has managed more than 4,000 recruiting organization contacts through phone, email and in person. The Career Center team provides regular feedback to faculty and staff across campus about industry trends, emerging opportunities, and marketable skills. Last year, the Career Center collaborated with Scholarships and Financial Aid to integrate the Jobs for Aggies job board into the Career Center's Symplicity platform. This has elevated the process for students seeking employment on campus and connected them to the process required for finding internship, cooperative education, and full-time opportunities. The Career Center has become more engaged with the Office of Admissions and the Student Recruitment team as prospective students and their families continue to focus on outcomes following graduation from college. Our inclusion in several areas of the Strategic Enrollment Management Plan and at key points in the existing admissions cycle has given us the opportunity to connect students with our First and Second Year Career Coordinators much earlier in the career development process and to provide relevant career-related information for student recruitment materials and programs. While the Career Center will remain dedicated to our mission regardless of our location and reporting structure, we have thrived under Academic Affairs and hope to continue this level of progress and engagement in serving all our constituents across campus. Thank you for allowing us the opportunity to provide feedback in this process. If there is additional information that is needed in the decision making process for the Texas A&M University Career Center, please contact me by email at [REDACTED]

Research has been beneficial but I think in this aspect you should rely on individuals who perform the functions day in and day out to better suggest what the best option would be.

Regarding the recommendation to move the Veterans Services Office to Student Affairs, as the wife of a combat veteran, it is my opinion that veterans bring to their educational career a wealth of experience and challenges that are not found within the regular student body. Combat veterans have seen death and destruction, and have caused death and destruction, that no other people group has experienced, except for international refugees, and those are elements carried into their careers as students. As such there is a need for greater specialization in engaging with these students for their success that is best served by leaving the Veterans Services Office under the Office of the Provost.

Regarding the centralization recommended for academic advising, I do not believe this is an action that would be successful for our students or our university. The report pointed out the difficulty of changing majors at TAMU as a precipice for this recommendation. Centralizing academic advising would not solve this issue. The real solution for that situation is to allow students the ability to enter the university as undecided so they can explore their options without earning credits in majors that may not apply to the major they are passionate about. The General Studies advisors are particularly adept at helping student to navigate their career interests, plan for courses that work for a multitude of majors, and plan their journey to get into that major. Please provide students the ability to explore in college while

taking coursework that applies to potential graduation. Centralizing advising is not an act that will rectify the change of major problems on this campus. In fact, this would be a detriment to students who benefit greatly from the the targeted information their professional advisors have with the faculty and leadership in the major. Breaking the ties between advisors and the colleges will not help any student and I fail to see how that would even help students who want to change majors, as noted in the report. The connections that our advisors have with their faculty and specialized knowledge about course offerings, internships, opportunities, networking would all be destroyed if centralization were to occur. Our students would in turn not get the personalized experience they deserve at this institution. So many students feel alone at this large university. Their academic advisor is the first, and sometimes the only, university representative they create a personalized one-on-one relationship with when they arrive. Creating a one-stop hub for advising would take away something that we pride ourselves on. Families love hearing that their student has an advisor of their own and this is seen as a great benefit of this institution.

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Regarding the "overreach" of the previous Provost, I would like to be known that much of the accumulation of departments by her office were done so to shore up deficiencies in those departments. I'm all for realignment as long as all the departments are handled appropriately. I'm particularly interested in the IT side of realignment, but I know that management and HR for these departments has been consolidated due to a need.

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Recommendation: Reorganize the Office of the Provost to allow greater focus on student academic success. One office listed to remove was Enterprise Information Systems (EIS). This office manages the student information system (SIS) for everything that impacts students and the academic operations of our campus. Academic records, billing, financial aid, admission applications, etc., are all connected to this office. This office is the connection point between students and academic affairs. The student-facing portal (Howdy) is of high importance to the academic community, specifically academic advisors. The advising community relies on both the ability to pull information from the database as needed, but also knowing how to operate systems managed by EIS that are displayed to students. Recommendation: Centralize undergraduate academic advising Decentralized advising causes confusion for everyone (students, parents, administrators). Our campus lacks clearly identified advising structures, we do not have a standard delivery model of advising, and advisor retention is impacted by the lack of a strong career path. Lack of clearly identified advising structure: A lack of an identified structure led to a lack of clarity with roles and prevents both organizational learning and sharing. This leads to advisors not being prepared for the expanding nature of academic advising along with the constant evolution of student needs. Reference: Jones, S., Dougherty, K., Lahr, J., Natow, R., Pheatt, L. and Reddy, V. (2015), Organizational learning by colleges responding to performance funding: deliberative structures and their challenges, working paper No. 79, Community College Research Center, New York, NY. Standard delivery model of advising: A Shared, Split model of advising would establish a central advising office within each college to establish and assess advising expectations, increase availability for student appointments, facilitate quicker resolution to student questions and concerns, standardize advising, balance advisor to student ratios, and enable advisor schedule flexibility and retention. Reference: King, M. (2008). Organization of academic advising services. In V. N. Gordon & W. R. Habley (Eds.), Academic Advising: A Comprehensive Handbook (pp. 242-252). San Francisco, CA: Jossey-Bass Lack of a strong career path: Without a clear definition of advising, advisors feel overwhelmed balancing internal and external pressures. Adding to the pressure, advisors know there are pay inequalities between colleges, especially colleges that do not report to Texas A&M or those that cannot offer competitive wages. We also note a lack of promotions and reclassifications prevent advisors from advancing and leads to advisor turnover. Reference: Data received from Texas A&M Human Resources notes the salary disparities that exist between TAMUS guided colleges and everyone else (TAMU). Those reporting to the System are given additional funding for salaries and additional titles leading to more advancement.

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Recommendation 2, to Centralize Undergraduate Advising, would in my opinion be disastrous for retention efforts at TAMU. I am an academic advisor at TAMU so this is my area of expertise, and the one where I will be leaving the most feedback for this report. The main supporting information provided in this document is that it is "too hard" for students to change their major currently. This is firstly, a misrepresentation of our process. The major change process outlined extrapolates far more steps than is accurate. Students typically do not need to meet with their current major advisor, though many opt to since they have a rapport with that advisor and know that we can provide helpful information. Steps 2-4 listed (review requirements, talk to an advisor, and decide if you must switch to general studies) are all in fact handled in the meeting with the prospective major advisor. They will let the students know what the requirements are and whether they already meet them or will need to go to General Studies first, I do not understand why this was stretched into three separate steps. Then, yes, students must submit an official document (which is readily and easily available in Howdy, allowing students the potential to bypass all other steps) to request the major change. This is a two

step process, not five. Meet with the new advisor, submit the request. If a student opts to meet with their previous advisor first, that is their prerogative and shows the value of that existing advisor/advisee relationship. The second "finding" which prompted this recommendation, was that we are siloed in our colleges and departments. This is, again, simply untrue. Advisors can choose (many of us do) to participate in the University Advisors and Counselors group, which is made up of advisors from across the entire university. We meet and discuss whatever impacts all of us monthly. We have an email list so we can communicate important information as needed. I personally touch base with advisors from the College of Education and Human Development at least monthly to discuss my students that are interested in teaching and speak with Engineering advisors before every registration period to ensure they have the correct information about a required course for their students, and I send a list of relevant courses from my department to all advisors during registration. While it is true that not every advisor knows every thing about every other department on campus, I find that most of us are completely capable and comfortable with reaching out to advisors from those departments for relevant information. There are certainly opportunities to ensure there is more equability in position descriptions, duties, and pay, between advisors across the university. We also have a need to build consistency across our different colleges to ensure students know what to expect and what the processes are with advising for any TAMU major, but throwing out everything we have and starting with a model that doesn't make sense for our institution is not the correct approach. Lastly, a centralized advising model is hugely detrimental to students. You do gain ease and uniformity in terms of processes. Students do get a more streamlined experience and can expect roughly the same thing from any advisor they speak with. This is great for a bank, or for another business where everyone needs and receives the same thing, this is great if your business relationship is transactional. This is NOT what a developing student needs. For most students, the first name and face they are told, unequivocally, that they can also reach out to if they have a question and don't know who to ask, is their advisor. We meet them at New Student Conferences, they get to know us a little while they learn about their degrees, and they get all of our contact information. We help them with their schedules and give them time to ask questions to make sure they feel confident with what they are doing. This is the first hands on, one on one, contact they get at the university. We as advisors take this time seriously and build a rapport with those new students. I have students reach out to me for questions that are typical for advisors, but I also receive questions about what extra curricular activities I think a student would like, or they tell me when they are struggling mentally and don't know who to turn to, or they just had a house fire and lost everything, can anyone at the university do anything for them? I've had all of these questions in the last few months, from students who knew me from our interactions and knew that I could help them find what they needed. I reach out to students directly when a professor reports on their absences. When I reach out and interact with these students, they often seem relieved to know that there is a person looking out for their interests. They know that I am going to do what I can to help them, or help them figure out their next step. Without a trusted connection like this, many students would never get the resources they need, and some would simply drop out. A centralized model sacrifices all of the work done to build these relationships by cutting out that personal relationship. If a student can meet with Advisors 25-50 because their last name is a J-P, they meet with someone new every time. Someone who will answer their immediate question and send them on their way. This can be great for non-traditional students or in a community college setting, those students needs are very different. For a university like TAMU, it simply doesn't work. Students need to know that they are meeting with someone who has even a small degree in investment in them personally and who they can trust to give personalized recommendations. I can remember the strategies that work best for a student when I meet them again and make recommendations to them that make sense. Students need a long-term point of contact they can trust, if they can't get this from their advisors (who are currently well-trained in this area) they will seek it with faculty, who don't have the time or the knowledge of university resources to be effective in this role. Please also consider the value of this relationship as it relates to first-generation students, who we have recently committed to assisting, and who are the most susceptible to falling through the cracks simply because they don't know who to talk to or what questions to ask. Cutting off the one relationship they are told from the beginning they can turn to, would be disastrous for retaining first gen students. A shared model could potentially work, but I have serious reservations about changing our entire advising model based on the extremely limited, and inaccurate, "findings" of this report. There is much space to improve advising at TAMU, but moving to a centralized model is far too drastic a move for issues that could be solved by simple communication improvements.

Recommendation 1 - I applaud the effort to declutter and realign the Provost's portfolio. Several functions had become too decentralized or too extraneous to allow the Provost office to function properly. That said, I do think there are some areas that are worth examining closer before removing them. As a 20-year practitioner and scholar in student success and undergraduate academic affairs, the areas of the career center, education abroad, and veterans services may be

better served more closely aligned with student success. The career center serves as a natural extension to the success students achieve while in the classroom. The top career centers in the country often link internships, co-ops, professional training, and academic exploration through experiential learning or student success. These key stepping stones are critical to students not only receiving high GPAs, but also persisting and successfully launching out of the institution into the field of work. Similarly, education abroad was recently renamed "education" abroad, because of the shift in good practice and trend in the literature. These study abroad experiences may need to be created strategically, but from a student's stand point, they must be education focused. To move this high-impact practice out of the Provost area may be a mistake. Lastly, the veteran's service area is closely related to our work with transfer and first-generation students in the Office for Student Success. Many veteran's are transfer and first-gen. Given that their identity is stronger as a veteran, many gravitate to this office. However, the core of the work we do in all of these areas is similar. Helping the students navigate and advocate for their success on this campus. I recognize that this recommendation intentionally aligned many offices that support student success under a single AVP. I believe this will help tremendously, but I would also consider including the three offices above in that grouping as well as LAUNCH, another high-impact practice area, all under that AVP for student success. These office have the potential when organizationally housed together to make a significant impact on student retention. Recommendation 2 - I am a supporter of some form of centralized advising on this campus. However, I feel the recommendations in this report were too unspecified which has resulted in the pushback I am sure has already reached you from across campus. Advising is broken on this campus, but simply declaring centralization does not sufficiently explain the need. My fear is that the much needed attention in the area may end up serving as a straw man for the other many historical change proposals in this document. Centralization can mean many things. Most recently, the College of Ag and Life Sciences "centralized" their advising staff by terminating their positions decentralized and had them reapply to new centralized positions. This did not go well and from an informed position, it seemed to mask what ultimately was a reduction in force. The end result was less advisors in the college. My concern is that the practice didn't change only the org chart. The Office for Student Success which I oversee has been working tirelessly to improve academic advising on a decentralized campus that is happy to take its ball and go home if they don't like what they are hearing. Centralization or coordination, done correctly could transform advising practice. But the situation in Ag and the MGT recommendation potentially threaten that work. I think advising has to be an active dialogue in the Provost area. College politics have prevented it from happening until now. My hope is even with the opposition that this recommendation is facing from Faculty Senate and some colleges that there may be a path forward. If responsible parties are willing, my name is attached to this survey and I would be happy to discuss further.

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Recommendation #2: Centralize undergraduate academic advising.--I have a lot of concerns about centralizing academic advising. Several years ago, when academic advising was moved from departments to the college (I'm in the College of Liberal Arts), there were some problems. For many years before this change, students had shared with me that they were pleased with the advising in the English Department. They enjoyed the personal connections they had with the advisors in our department, and they appreciated their level of knowledge not only about the English major, but also knowledge about minors and core curriculum. When advising was moved to the College level, there were lots of bumps in the road, and some students who were here during those changes expressed their dismay at no longer being able to go to the advisor they had been using through much of their undergraduate career. I know that the College has been working to improve advising, and I do think the advisors in the College of Liberal Arts are now forming those valuable relationships. I worry a lot about centralizing advising because I think it will mean many years of students not having good relationships with their advisors. They may see a different advisor each time, and these advisors won't have specialized knowledge about the English major and other Liberal Arts classes the student might be taking. I think academic advising is central to retaining students, especially first-generation students. If academic advising is centralized, I fear there will be fewer students who will stay at TAMU to complete their degree, and I am especially concerned that this will hurt retention for first-generation students.

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Recommendation #2: Centralize undergraduate academic advising. This can tremendously assist advisors who are not located in College Station. For example, Advisors at the Higher Education Center at McAllen have to work with multiple programs/majors, but do not belong to a specific college. They report to the Assistant Provost of the Higher Education Center so this can lead to issues of lack of communication and a disconnect between advisors and the programs they are assisting. Knowledge, training and guidance from a centralized advising service could greatly improve options for advisors university wide. This can help bridge the gap staff and students face between McAllen and College Station.

Recommendation #3: Elevate the Higher Education Center at McAllen. The Higher Education Center at McAllen currently serves approximately 250 students. There is one building trying to house 7 programs, staff and faculty. There is a lack of

physical space to accommodate growth over time. Limitations of Library Services, Computer Lab access and quiet study zones for students are a constant topic amongst students. Additionally, there are 3 advisors, 2 program coordinators and an enrollment specialist (financial aid focused) handling student services. Each staff member is tasked with their main responsibilities while also getting more duties added to their job due to lack of support. Program coordinators are doing the job of at least 3 people when compared to College Station offices. Elevating the Assistant Provost to provide additional support would be helpful, but the evaluation also needs to include the staff and faculty in place due to different nature of their job descriptions and duties. The Assistant Provost provides the leadership for Student Affairs, Academic Affairs and Advising, but there are levels in-between that need to be considered for additional staff support and professional growth. The Higher Education Center at McAllen also needs more consistent and present outreach in the RGV community and surrounding area. The Prospective Student Center in the RGV does recruitment for the Higher Education Center, but does not hold events or functions at the center itself. There is a disconnect that should be addressed to increase TAMU presence, enrollment and services in McAllen. The Higher Education at McAllen and the Admissions Office/Outreach need to bridge the gap to ensure greater clarity and increased teamwork.

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**Recommendation #2 centralized advising:** This recommendation is based solely on the finding that students often change their majors and that process is often challenging for students. While that process may be time consuming, there is great benefit to meeting with all of the different people in the process to ensure the student is getting the correct information from each department, and is properly advised to make the best decision. Further, advising involves so much more than just assisting students who are changing majors. Departmental advisors intimately know the intricacies of the degree Programs housed within their respective departments. For example, they know in which catalog year Program changes may have been made, which transfer courses may satisfy Program requirements, and which substitutions are acceptable. They are familiar with their Program's coursework and Instructors which is invaluable in assisting students with making class selections. Many advisors are in tune with the current job market and career opportunities for their individual graduates. The relationships they build with their students during the students' undergraduate tenure is an integral part of student retention. By centralizing advising, you will lose this type of local knowledge and the students ultimately suffer. On the Galveston campus where I work, we have centralized advising for first year students. While the model is great for helping incoming students with such generalities as TSI compliance, Math placement exams, Howdy checklists, etc, it is woefully ineffective for actually advising students for their first year course selections. No advisor in that unit has the local departmental knowledge to make adequate recommendations, often resulting in students taking unnecessary classes or classes to which they are not suited.

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**Recommendation #1: Reorganize the Office of the Provost to allow greater focus on student academic success.** Remove the following units from the current Office of the Provost: • Student Employment Office to Human Resources and Organizational Effectiveness Page 12 of 133 **Recommendation #1: Reorganize Human Resources and Organizational Effectiveness (HROE) and implement a one-stop human resources service center.** Reorganize Human Resources and Organizational Effectiveness and align organizational functions according to shared purposes, including consolidating the HR and payroll functions and creating a one-stop HR center. Integrate the following units into Human Resources and Organizational Effectiveness: • Student Employment from Provost Pages 68-69 of 133 **Rationale #1 To adopt fiscally responsible and accountable administrative structures, Human Resources and Organizational Effectiveness should administer all aspects of payroll and personnel for the entire university. This should allow for a cohesive and consistent application of all employment policies and practices... Removing AABS HR/Payroll, Student Employment, and Faculty Personnel from the Office of the Provost enables the Provost to concentrate on the academic mission of TAMU. The Student Employment Office (SEO) has existed within Scholarships and Financial Aid (SFAID) for many years. TAMU SAP rules designates the SFAID as the office responsible for oversight of student employment at TAMU. Student employees are categorized as either a student worker or a work study student. The SEO oversight differs from what HROE would offer to students and their supervisors. The SEO administers the following:** • Federal and Texas Work Study Program management for the TAMU-CS, Health Science Center, Galveston and McAllen Higher Learning Center campuses. • Maintain a TAMU-CS and Health Science Center job board for both on and off-campus positions. • Participates in the Job Location and Development Program which is funded by the Federal Work Study Program. • Provides Customer Service to students in finding a position. Provides customer service to employers positions a position. Provides customer service to HR Liaisons, HR Contacts and Business Coordinators to all of the above campuses. • Creates and hosts annual part-time job fair for students. Recruits area businesses to join the job fair. Advertise to students to come to the job fair. • Coordinates the Community Service Work Study program. Provides Human Resource function in posting positions, onboarding, training for students, training for agency supervisors and termination of students. This is a required

component of the Federal Work Study Program and has been a component to the Texas Work Study program in past years. • Coordinate and host National Student Employment Week activities, including the Student Employee of the Year Awards Ceremony for both on- and off-campus student employees. • Promotes student employment information at the following events: o New Student Conferences o Fish Camp o Howdy Week o Aggieland Saturday o Resource tables o CSP Zoom sessions o Part-Time Job Fair o • Provides student and supervisor workshops and information sessions to both students, on- and off-campus supervisors. • Represents TAMU-CS through national and state employee organizations like National Student Employment Administrators, Southern Association of Student Employment Administrators, Texas Association of Student Financial Aid Administrators, and Southwest Association of Student Financial Aid Administrators. The SEO has been a part of the SFAID office for over 20+ years, it should remain with our office per the TAMU SAP rules. SEO has different roles than the HROE, it would better place within SFAID office. We are a forward-facing student employment office that provides excellent customer service to students, supervisors, staff and to faculty. It is important for the SFAID to maintain the Federal and State work study functions to ensure oversight of the program. The Jobs for Aggies job board is well known by TAMU students, staff, faculty, and off-campus employers. It must exist to offer both on- and off-campus employment opportunities. With student enrollment over 70,000, it is important that our students have one consistent resource where we are able to provide as many job opportunities to our students as possible. This streamlined, one-stop approach limits confusion by providing a central website, Jobs for Aggies, and a location, Student Employment Office, to which students, staff, faculty, and off-campus employers may refer. The SEO has an established presence on campus and collaborates with many offices and departments on campus regarding employment and student development. We believe moving these functions would be detrimental to students and employers across campus if we no longer exist. It could also jeopardize compliance that is essential for Federal and State Work Study Program funding. The SEO has an established presence in our community. We work with off-campus businesses and supervisors within a 30-mile radius to post their positions in our Jobs for Aggies Job Board. Many employers often call us for our assistance in creating and posting their positions. If we no longer exist, they would no longer know where to call for help.

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Recommendation #1: Reorganize the Office of the Provost to allow greater focus on student academic success. Removing the Aggie Honor System Office and Career Center to the Student Affairs side would be harmful. On the Galveston Campus, the Career Center is currently housed in Student Affairs. In our recent Strategic Plan, faculty and academic affairs staff noted barriers to access and resources that the Career Center handles. There is more communication from the TAMU Career Center to our office as compared to the TAMUG Career Center. Because of this, Department Heads have a hard time getting exit surveys from our graduates. The Galveston Career Center has not been aligned with the services and resources that the main campus Career Center offers. As a result, our current and former graduate students do not get the critical pieces needed for career placement and success. In addition, the Aggie Honor System Office represents our integrity policy that other universities have studied as a successful case study. This office connects faculty, students, and academic affairs staff. It only indirectly touches Student Affairs as it directly touches what happens in the classroom, studio, lab, etc. Remember, this office handles ACADEMIC misconduct not general student conduct issues. It needs to be on the academic affairs side. With all that said, the Provost Office has had too many units to handle them effectively. The President needs to be mindful if the office is better suited to the Academic Affairs side or Student Affairs side.

Recommendation #2: Centralize undergraduate academic advising As a graduate academic advisor for over 10 years and former undergraduate academic advisor for 7 years, the President needs to be very careful with this recommendation. The rationale for this recommendation is that changing majors is a cumbersome process. However, the current process is important to keep. Academic advisors, faculty and professional, within the academic department/college are content experts within the field, policies and procedures, and witness to the subtle nuances that take place within the academic unit. Moving to a centralized structure will mean: • Less faculty advisors who are a critical piece in the advising structure, • Less accountability rather than more accountability as centralized advisors will now have to juggle the multiple majors/options/tracks that a student can provide. They will not have the adequate resources to do their job. The overall quality of advisement will go down. • Students time to degree will increase as poor advisement will occur. • Student debt will increase due to poor advisement • Lawsuits from parents will increase due to a poor advisement • Even if the centralized model means that advisors will have a comparable number of majors/options/tracks as the current model, then student still will have the same process as they do now. Academic advisors provide a space for students to explore. These critical conversations cannot be rushed. Changing a student major should not be viewed the same as dropping a course. It is an important decision that requires reflection and exploration of the best fit major. This recommendation puts our Aggie students last. The only benefit that could come



from this structure is making sure that faculty and professional advisors have the necessary, required training.

Recommendation # 2 Centralizing undergraduate academic advising would completely diminish the student experience, water down the academic advisors expertise, and increase faculty workload by a large margin. The findings to support the MGT's recommendation are inaccurate. This is a reflection on MGT's poor review and discredits any of their findings.

Rec #2 – centralize undergraduate academic advising • This unit was missing from the organizational chart shown on page 13 of the report. Rec #3 – Elevate the Higher Education Center at McAllen • My comment related to the HEC @ McAllen is that effort is needed to help these employees understand the processes and procedures that need to be followed since they are located so far from main campus. I think their isolation away from the rest of campus has challenged them to understand certain protocols for purchasing, and standard processes that other individuals learn through “osmosis” by being in College Station among employees who have campus experience. If facilities is centralized as addressed later in the report, I would suggest placing some TAMU facilities employees in McAllen to better serve this location and train them properly. This would allow the current McAllen staff to focus on academics and student success.

Realign to 4 academic units - if this does not involve "renaming the colleges" to these 4 units then yes. BUT each college has a "name" recognition that is invaluable, so careful application or changing of this would be in order.

Provost Office Honors office reviewing courses are they lacking in staff or is this an issue due to courses being online causing more students to be reported and having everything to have been done online, when this institution is not an online serving institution, we had to accommodate with the pandemic that was affecting the world. Career center in general works closely with colleges, which many Student Affairs departments and/or programs do not. Our college has a huge working relationship with our liaison in the career center . This needs to remain for academic success, since they are also an integral role in the success with the services they are providing with our current students and have provided with former students (which I am hoping the ones who were reached out to fill out the survey used the services they provide for our undergraduate students) This University is known as a veteran Serving institution, by moving someone who was in the corps of cadets will not help moving an office that serves veterans to academic affairs. Unless there is going to be a rehaul of academic affairs on how to better serve other areas of the university, then this office is better served with the provost since they work closely colleges academic advisors Centralized undergraduate academic advising Taking away the advisors from departments who are involved in the undergraduate education is a disservice to the student. Every department across our college and university are different. There is one place on this university where student can gather information about changing majors and that is TAP. We could always bring TAP back as a major and students can go there even as incoming freshmen. As a college we have a very efficient way, I was under the impression that the Office of Student Success help with onboarding on top of what we do as a college and department. Being part of the College of Liberal Arts I have had the opportunity to maintain a close relationship with my faculty in both departments I serve and other faculty in other departments. This has allowed to “walk” student to faculty offices or discuss in depth what they are working on. I assume other college do not have that opportunity. Overall this will be a disservice for undergraduate students in building relationships with specific people and faculty. This can be detrimental to relationships that are made within our departments and also detrimental to advisors, making many feel that we have no worth and only one job and that is it.

Provost Office Academic excellence through teaching, research and service should drive any reorganizations made to the provost’s office. Perhaps segmenting the functions of the provost’s office with one or more assistant or associate provost that focus on the building blocks that propel academic excellence forward would address the concerns here? Units such as the Aggie Honor System, Career Center, that deal specifically with students would work well under student affairs if proper support/direction could be provided.

Pg. 10-13. Recommendation #1: Reorganize the Office of the Provost to allow greater focus on student academic success. The following comments first state the proposed move and then my comments are below. Enrollment Management to Finance This seems like it would be better under Student Affairs. Student Recruitment to VP for Academic and Strategic Collaborations This seems like it would be better under Student Affairs, though it might be fine under this new proposed office. Instructional Media Services to Information Technology At the College of Dentistry, Instructional Services was housed with IT for a long time and that structure didn't seem to work very well. I think having this under Academic Affairs or the proposed Faculty Affairs office would make more sense. Though Instructional Media Services may have some small overlap with Information Technology they are there to assist with curriculum, so being under academic affairs makes more sense. They assist faculty with the with developing instructional materials, so maybe the proposed Faculty Affairs office would be a good fit. Student Employment Office to Human Resources and

Organizational Effectiveness Again, I think it might be better to house this under student affairs. Student employment usually follows different rules and guidelines than traditional employment and I don't know that people trained in HR really have the knowledge of that area. Diversity and Inclusion to VP for Academic and Strategic Collaborations This VP needs to continue to report directly to the Provost or should be completely separate and report directly to the President. The Diversity and Inclusion unit deals with issues that affect the university as a whole, including students, faculty and staff. Housing it under Academic and Strategic Collaborations instead of reporting directly to the Provost or President give the office a lesser standing and may not send the best message to the internal and external community about TAMU's commitment to DEI. International Student Services to VP for Academic and Strategic Collaborations This seems like it would be better under Student Affairs. These services are for current and incoming students, so it makes more sense to house the unit under Student Affairs. This unit doesn't seem to fit within the mission of Academic and Strategic Collaborations as well as it does with Student Affairs. I am concerned this would divide the International Students from the rest of the student community. Immigration Services for Faculty and Scholars to VP for Academic and Strategic Collaborations This seems like it should either be with Faculty Affairs or HR. Since Faculty are employees, it might make sense for this unit to be under HR. However, since it specific to faculty, Faculty Affairs might be more appropriate. Academy for the Visual and Performing Arts to VP for Academic and Strategic Collaborations Maybe I'm misunderstanding what this department is, but wouldn't it make more sense for it to be under the proposed School of Visual and Performing Arts or the proposed College of Arts and Sciences. Continuing Education to VP for Academic and Strategic Collaborations This seems like a weird department to house this with. I would think this should be either with Academic Affairs if the office primarily deals with curriculum for continuing education programs or HR and Organizational Effectiveness if it primarily deals with continuing education for employees. Pg. 14. Recommendation #2 Centralize undergraduate academic advising While I can understand the need to have more access to advisors, one thing that really helped when I was in undergrad is having advisors who knew the program I was in and knew the available classes and could steer me toward classes and areas that aligned with my interests and away from ones that didn't. If you centralize advising, you may lose some of the specialized wealth of knowledge that advisors can develop from working with the same students going through the same limited sets of programs. Also, as faculty and advisors have pointed out in university-wide meetings, it shouldn't be easy for students to switch majors. There should be a strict process in place and students should have to meet with advisors in their current program and their potential new program to assist them in determining if switching majors will benefit them or address any issues they may be having.

Pg 11: It is noted that the Texas A&M Institute of Neuroscience (TAMIN) would move under the VP for Research. There are additional recommendations in the document to create a large College of Arts and Sciences, as well as to move Biology and BIMS together into an Institute. There is an undergraduate major with concentrations in three colleges and collaborations with an additional college: Neuroscience. There are three concentrations: Behavioral and Cognitive Neuroscience: from the Dept. of Psychological and Brain Sciences, Molecular and Cellular Neuroscience: from the Dept. of Biology, and Translational and Preclinical Sciences: from the College of Veterinary Medicine & Biomedical Sciences, in conjunction with the TAMHSC Dept. of Neuroscience and Experimental Therapeutics (NEXT). This single undergraduate major falls under the auspices of TAMIN yet resides in multiple colleges for funding and faculty teaching lines. What is the vision for how this major, its faculty and its resources would have oversight, given two of the three concentrations are managed through programs that are proposed to move to an Institute of Biosciences? Would collapse of the three concentration's oversight fundamentally change the pedagogical goal of the major to allow all students access to the primary degree content, while choosing concentrations in specific areas of neuroscience? Pg 14: Centralized advising: My observations of semi-centralized advising in various units on campus (including advising between remote campuses, as well as observation of advisors who are trained to counsel multiple majors) still points to a high degree of specialization and knowledge for specific college constructs. This specialized, institutional knowledge, by discipline, contributes to the success rate of the students, as it involves more than preregistration advising and change-of-major requirements. The university is already moving towards standardization of specific processes: change-of-major, transfer admissions, advisor career ladders, training opportunities, recognition; and, in some cases, meta-majors: Engineering. Unification of processes, rather than actual advising offices, seems to provide the needed continuity of advice to students across the university, and the networking necessary for continuity of care between colleges. The centralized repository of information at the TAP website, as well as the registrar's page for minors on campus, assists in this endeavor. The Office of Student Success plays a pivotal role in unification of advising offices on campus. I fear that full centralization would not achieve the desired effect, given the multitude of majors on campus. Advisors would still endeavor to become experts in a subset of related majors, rather than maintain knowledge of over 100 majors and

concentrations. Pg 15 and 16: I absolutely feel the Higher Education Center should be elevated and expanded. One of the initial difficulties for students when only 4 programs were present on the campus, was the ability to remain in the region when changing majors; particularly if the major they wished to change to did not have a program in McAllen. This also affected financial aid in some cases. It is unclear how the new Institute of Biological Sciences would intersect with the Higher Education Center at McAllen. The Biomedical Sciences Program is the second largest program (85 students Fall 2021, vs. 102 students in Engineering) at the Higher Education Center at McAllen. What is the vision for the BIMS faculty, funding, and teaching resources at HECM?

PITO itself is unreliable, takes too long to respond to issues, and the workers don't ever seem pleased to be doing what they have to.

Our department, EIS, has worked very closely with the Provost Office, especially in the area of Student Success. We have been taking many strategic plans into reality including enhancements to the Undergraduate Degree Planner, Undergraduate Curriculum Change, the Graduate ARCS project, CARES Act funding processes and hundreds of enhancements or changes to Compass and Howdy to support the Student Success Initiative, campus Covid protocols including notifications, certifications, grading changes and other mission-critical efforts. The functional and development work done in the department is directly related to student, staff and faculty needs related to student data. Having previously been moved from IT to Enrollment and Academic affairs and the related change to domain, software, licenses, access, etc. and now being sent back to IT and going through all of those changes again seem counter-intuitive to efficiency. The pace at which our staff work to keep up with demand and the time lost to getting computers, networks, access, printers, licenses, etc., functioning at full capacity is significant, not to mention the cost in both financial and productivity. I, myself, spent hours and hours of time assisting in identifying the software needs for each individual and team, discussing with the new support team and assisting our staff in getting back to full productivity. In addition, moving to a new division means significant time to review each and every SAP, policy and procedure not only for terminology, but for actual practice. While linked already to university policy, changing divisions greatly impacts internal practices to maintain security and FERPA standards. Daunting. Our department is losing employees quickly, especially due to inability to offer remote work after proving our efficiency with remote work (currently over 15% loss recently). Staff are finding 100% remote opportunities at much higher corporate pay and we cannot compete. Add the stress of these changes and we are set to lose several more.

Our academic advisors are in our college's building which gives students quicker access and better availability for when they need to meet with them. I feel that moving them from our College would make students feel like the advisors were not as readily available to them. Currently if the student has time between class they can set up an appointment with their advisor and still have time to make it to class. If they advisors are removed from our area I feel the students would not have that same option.

One of the reasons that Provost has "increased in scope and function is because other units were doing a poor job at managing these functions. Provost IT was performing exceedingly better than any other "IT" units. I am biased.. but I have never heard a contested view from other IT units or other personnel in central IT. Please consider elevating Provost IT into a leadership role for the new centralized "IT".

Not enough insight to comment.

None at this time

None

None

None

None

Non

No input to provide

No comments.

No comment.

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No comment.

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No comment here. See below under Information Technology.

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No comment

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No comment

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No Comment.

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NA

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N/a

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N/A

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N/A

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My name is [REDACTED] the Public Policy Internship Program (PIIP), which has been recommended by the consulting firm to be moved out of the provost's office and into the Division of Student Affairs (DSA). It is unclear why this recommendation was made, as there was no explanation of the proposed move in the narrative of the document. I'm writing to provide some background on PIIP for perspective of why it would be most effective for the program to remain within an academic setting. Here are a few details about PIIP that support this perspective: 1. PIIP is an academic program • PIIP was established in 1999 as an academic, credit bearing, program. Students are required to take UGST 492 (Co-op in Public Policy) while on their internship semester. Additionally, the program course is often added to student degree plans and assists with fulfilling some degree requirements. • PIIP is housed in the provost's office because it is a university-wide, academic program. It has not been housed in a college because it is open to students from all majors. • Many High Impact Practices at TAMU are housed in Academic Affairs. • PIIP does not provide a "student service" as the other areas in the proposed new organization chart do (e.g. Money Education Center or the Veterans Services Office). 2. PIIP is tied to another academic program via an MOU • PIIP has a long-standing MOU with its sister program, the Agricultural & Natural Resources Policy (ANRP) Internship Program, which is housed in the Dean's Office of the College of Agriculture & Life Sciences. ANRP is also an academic, credit bearing, program. • PIIP and ANRP share many resources, including splitting staff salaries and program operational costs, a separate MOU for technology and equipment, and coordinating D.C. housing costs which are covered by endowments to the two programs. Therefore, it would be optimal to maintain as much consistency between the administration of the two programs as possible. 3. Similar programs at peer institutions are housed in Academic Affairs. Here are some examples: • University of Texas, Archer Program – housed within Undergraduate Studies. • University of Michigan, Michigan in Washington Academic Internship Program – housed within the College of Literature, Science, and the Arts. • The Ohio State University, Washington Academic Internship Program – housed in the John Glenn College of Public Affairs. Thank you for taking these recommendations into consideration. I would happily speak with someone in more detail about our program as final decisions are being made [REDACTED].

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My feedback pertains to a recommendation that is listed in two areas of the report; the Provost Office and Student Affairs. I will provide all feedback in the Student Affairs section.

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Moving advisors away from their colleges and specialties is not the way to move forward. I understand the compliant given but there are too many degree options for advisors to not specialize. You cannot know the ends and outs of every possible degree. Centralizing advisors by College and cross training across departments within each College can work as seen by College of Ag and Engineering.

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More discussion and information is needed regarding centralized undergraduate advising at the university level. Concerns related to change of major is not sufficient reason to consolidate. Generalizing advisors is not in the best interest of our students. There is a loss of expert knowledge specific to disciplines and majors. Centralizing at the colleges seem more appropriate.

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Many times when you see recommendations for consolidation its the staff that get the short end of the stick and the management gets more positions. It is good to see that they looked at all aspects of the the college from Provost office down. I think these recommendations will help TAMU as a whole and encourage more students to apply at TAMU.

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Little confused about "Transfer Students" in the proposed organization structure

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Limiting to notes about Academic Advising. The experience of my son in trying to "Get Advised" proved to be a process that was a real time drain. In My Day.... ('87) you grabbed the Catalog and followed it and my advisor served no value to me. I would not advised going back to that as students today do need more help than that but the fact is a modern student can typically navigate an online tool 10 times faster than a face-to-face meeting. The process of "Changing a Major" was a nightmare for my on and many of the Colleges simply do not let people "move in" to their school.

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It seems wise to refocus the Provosts Office on Academics and Student Success, but an important part of the student success equation includes career readiness, career development opportunities and employability upon graduation. These outcomes are expected by families sacrificing financially for a brick and mortar higher education experience, when there are far cheaper alternatives available to them. These goals are best accomplished when Career Services works in collaboration with academic units. I'm concerned about the placement of Career Services as one of several units in Student Affairs serving smaller, specialized student populations. Maintaining a high profile for career services is important for recruitment, retention and motivation of students in the current environment in which the return on investment in higher education is often questioned. TAMU's centralized Career Center model provides access for all students to a huge variety of resources, and the college liaison model ensures that all student populations are served by someone familiar with the needs and opportunities unique to them. I would consider keeping the Career Center in the Provost's Office for greater visibility as it relates to student success outcomes.

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It seems that the recommendation is to significantly reduce the oversight of Provost Office. I disagree with moving the VP of Diversity out of the Provost Office. I also question why Academic Affairs would move out from under the Provost as that is the chief academic officer of an institution. It is not clear to me if the recommendation is to centralize all advising, or to centralize advising at the college level. Considering the size and scope of A&M and the particulars of all degree programs, I do not think university wide centralization of advising is doable. I do agree with the idea that each college should centralize their advising.

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It seems a lot of things are being removed from the Provost Office. Moving IT functions to the Division of IT makes a lot of sense.

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It makes sense to remove as many department as necessary to focus on student needs. Centralizing undergraduate advising seems like a good idea. I switched my major before graduating and it would have been helpful if advisors had a better understanding of other majors.

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It looks like there are are too many programs under the Provost Office and reorganization would be appropriate as suggested in the report.

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It is not a secret Provost Watson made changes to the institution to move power to the provosts' office. It is not clear how all these changes are a rectification of issues created by previous administrations. My concern is that changes being made will shift the power in the provost's office to the president's office rather than find the balance necessary to move this institution forward. Academic support belongs under the academic officer/provost. I am a fan of centralizing academic advising. My experience working with advisors is they rarely have enough time to do all the work assigned to them. Primarily because they catch the junk jobs no faculty member is willing to complete for an academic department. My concern is centralizing outside of the college may lose the nuance necessary to prepare students for the field they

are pursuing.

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It is my hope that Dr. Tim Scott will be named Provost.

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It feels like there's little difference, and sometimes overlap of reporting, to the VP of Undergraduate and VP of Student Success. I'm confused as to why these are not the same. Does student success within these programs include graduate students, and if so, how? I think centralization at the college-level of undergraduate advising is a great idea for those colleges who have not yet done so. While this would help standardize advising across campus, I disagree that it would help those wanting to change their major. Policies need to change for that impact.

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It does not make sense to move the division of Enrollment and Academic Services out of the Provost's Office, particularly the Registrar. The Registrar enforces academic policy.

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It did seem like this office had too many "pots on the stove".

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Interesting ideas overall. What is the definition you are using for efficiency and effectiveness: Spending less money? Time to complete tasks/projects? Undergraduates graduating in 4 years (2 for transfer students), master's in 2 years, PhD in 5 years? Having fewer staff and faculty? Increasing rankings? Increasing research grant funding? Without defining what you are wanting to accomplish, it is difficult to determine the cost/benefit analysis for making the decisions recommended. Several recommendations will need tremendous financial investment in building programs because of the increase in faculty and staff, which may also require more facilities. How is success going to be measured if these changes are made? Page 2 indicates that "more than 20 percent of the university's employees are currently over 65...." According to the Texas A&M Staff Demographics website (<https://accountability.tamu.edu/All-Metrics/Mixed-Metrics/Staff-Demographics>), in fall 2021, there were 350 staff over 65 out of 7,269 (all campuses), which is 4.8%. The faculty headcount (<https://accountability.tamu.edu/All-Metrics/Mixed-Metrics/Faculty-Headcount>) for fall 2021 was 3,845. While the age ranges are not provided on the website, based on the known numbers, 49% of faculty would have to be over 65 to get to your 20% estimate overall. You also state there is a high turnover rate, but do not mention what that number actually is. Is it greater or less than our peers, the Bryan/College Station area, or over the last five years? You also talk about a small pool of potential applicant pool in Bryan/College Station. In my area, most of the professional staff have at least a master's degree in a specialized or related field. I would not expect that many local people would have the expertise. In addition, it is common for younger professionals to move on after a few years to other universities as a promotion. If Texas A&M's goal is to become a "globally recognized, top-tier institution" (p. 5), I would expect us to attract faculty and staff from around the country and world. As someone who strongly believes in professional development, I am always a proponent of more education, training, and development. I do think there are pockets of quality professional development and training around campus. Page 3 suggests that academic "centralization and targeted realignment of academic units" would increase effectiveness. I'm not sure what the definition of effectiveness is and how combining units would increase that, especially if there will not be layoffs. I'm also not sure what this means for colleges who are not addressed in these recommendations. Page 4 mentions "successful outsourcing models." From my personal perspective, I would not draw that conclusion, but, again, it depends on how you are defining success. I do not believe that the staff in those areas fared better in terms of wages and benefits, nor do I believe that the quality of service (thoroughness, timeliness) to the institution has increased. On page 6, you indicate you had in-depth interviews and a survey to key leaders, including Deans and Vice Presidents. What I wonder is how valuable those interviews were considering the large number of people who were in interim positions and/or had only held their position for a few weeks. Did you talk to Associate Vice Presidents/Deans who had more institutional knowledge? People have more motivation when they help create structures and processes. I feel like some people were blindsided and/or some decisions were already being implemented prior to the release of recommendations. It would be great, as you say on page 8, for people to come together for a sense of ownership of shared priorities. In some areas, I think that will need a strong facilitator for larger changes. On the Provost's Office recommendations, some of the titles became confusing. The current organizational chart mentions an Associate Provost for Academic Affairs and Student Success (p. 12). The proposed organizational chart includes Vice Provost for Academic Affairs and Strategic Initiatives (p. 13). But, it looks like there is a new position, Vice President for Academic and Strategic Collaborations, that will report to the President. The similar titles are confusing. On page 14, I agree that the academic advising process can always be improved. Some students are confused, and some advisors are not helpful. I'm wondering, though, if academic advising is completely centralized if that will be a disservice to students who need department-specific knowledge. I'm not sure your explanation indicates how this will be more efficient for students if advisors are still representing their respective

college.

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In the MGT report proposed org chart, the Center for Teaching Excellence is under the Associate Provost for Student Success; I believe the efforts of this office are more closely aligned with Faculty Affairs. Academic Innovation and Online Learning- AIOL should be reassigned to the Vice President for Academic and Strategic Collaborations. This office has been under the Provost for several years and they still do not know their mission, purpose, or what is their value to the institution. Since it's not done well under the Provost, and it requires a significant amount of collaboration, it makes more sense and will likely receive greater advocacy under the new VP. With the creation of the Aggie One Stop, I think there is an opportunity to integrate advising and students wishing to change their major into this shop. Perhaps it's only office hours for certain common majors but if we're looking to simplify and help the students with as few stops as possible, the scope of this effort may need to be explored to expand, which requires further collaboration.

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In regards to finding #1, Center for Teaching Excellence deserves to be kept under Dean of Faculties. In the proposal, CTE would exist under the same category as Math Learning Center, OSS, writing center, and several other student-serving offices. While you could say an end goal of CTE's offerings is to increase and promote student learning, their services are for faculty, not students. Aligning them with other student services does not make sense. CTEs programming is for faculty and other educators on campus. In regards to finding #2, can you operationally define "centralize". This term has a different meaning depending on who you speak to. Does centralize mean all advisors would physically be in the same building? Does centralize mean all advisors are employed by their college instead of specific program? Does centralize mean all advisors are employed by the university instead of their specific program? This rationale presents a guessing game for all involved.

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In regards to centralized academic advising: There is not enough information provided to understand what is being proposed. Even if advising was centralized by college, students would still have the same difficulty changing majors outside of their college, so the only way I interpret this rationale is to have all advisors located in one area with knowledge of most or all majors and programs. this would be an unbelievable burden/demand on advisors. There are other ways to address the difficulty students face when changing majors. If we are centralized and removed from our departments, the ramifications will cost students more than the current change of major process does. There is no information about what our caseloads would look like in this centralized structure. If our student populations are large and unrelated, we would lose our ability to support and build relationships with students. We would also lose the ability to network and build relationships with faculty in departments - which directly benefits our students because we can connect students to faculty who have similar career interest, research interest, or opportunities like research positions. students are less wary and more likely to meet with faculty when the advisors serve as the go between - the relationships we build with our students allows them to trust us and allows us to hold them accountable. I am concerned that a lot of harm will be done in the name of these prodevo/career benefits. While I would like a better career ladder with more professional development opportunities - There is not enough information to understand how centralizing will take place and if we will be losing the status/pay/career we have already worked to build by having advising centralized.

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In regards to Finding #2 related to undergraduate studies - the whole recommendation to centralize academic advising is based on the idea that it is not uncommon for students to change their major. Texas A&M is home to 144 different majors (as found on the TAMU Career Center website). Creating a mass reorganized structure where advisors report to the Provost Office, not individual colleges, will solve nothing in regards to the change of major process. Students will still have to meet with one or possibly two advisors and fill out a form that the department reviews so that a change of major decision can be made. Yes, advisors are "siloed in individual colleges and/or departments", but that gives us more opportunities to better learn the curriculum for the majors we serve and it allows us to teach the students their curriculum and give them a more specialized and complete service. Making centralized undergraduate advising structure where an advisor in the Horticultural Sciences department is expected to know what the requirements are for one student to change their major into Aerospace Engineering and another to Biomedical Sciences does not benefit the vast number of students. In reality, it makes it impossible for advisors to learn everything required for each specific major and it is a disservice to the majority our students. We already have a Transition Academic Program team who are wonderful at their jobs and already do a great deal of service to students who want to change their majors. They put students in contact with the major advisors for the major they want to change into and they really help students meet the requirements for change of major. Centralizing undergraduate academic advising to the Provost Office will do nothing but hurt the students who attend Texas A&M University because it will create a great deal of chaos while the

reorganization is happening.

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If the provost's office moves to focus more on students, how will the reporting structure of the deans change, if at all? Will they also report in to faculty affairs? And they also report to the president? My concern is that too many people to report to limits their autonomy and effectiveness.

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I'm worried that truly centralizing undergraduate academic advising will make the experience for students worse overall because each degree plan is so complicated and unique. This is an area of consolidation/reorganization that I think should have more of a middle-ground approach; perhaps having a solid line responsibility to a particular college and a dotted line of responsibility to a central academic advising unit that can provide training and resources to advisors who need it.

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I would agree that the Provost Office could use reorganization and that some of the individual groups would fit better in other departments.

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I worry about moving more responsibilities into IT--They appear to be overwhelmed as is and often are unable to respond to our college's needs.

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I worked in TAMU IT (previously CIS) for 19 years (1988 - 2007), primarily in management, and have been with EIS since then, working in management until my retirement and return to work as an active retiree. Based on my experience, EIS has a far superior reputation with customers, and is a significantly more organized, professional, and security-conscious department. EIS's audit results show few, if any, findings because of this. If we are integrated with TAMU IT I am very fearful that this will not be the case in the future, that our customer service reputation would suffer. That would be a change in the wrong direction. If we are integrated, I think it's crucial to keep the department intact as much as possible, keeping the staff who are experts in this mission-critical system assigned solely to the Compass application so we can maintain our processes.

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I will only say this as to the Provost office and when attempting to remove certain entities in general. Every university should have a well balance set of checks and balances within it. No one entity should have full control over every decision and it's outcome. This appears to be the suggestion in this report. Does the Provost Office need to be adjusted, yes just like a number of entities but the checks and balances still need to be there across campus.

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I will leave academic areas to the academics. Finance is really a service function to enable proper resource allocation and budgeting. We need to know the mission so that we can enable success through proper allocation of financial resources.

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I was surprised to see how many units were under the umbrella of the Provost. I agree that the provost office should focus on academics only.

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I was relieved to see the Provost's Office is still considered vital to the academic success of the university. However, I think Provost Communications should remain reporting to the Provost, since the messaging is specialized and not commonly understood by all communicators on campus. With Provost Communications under Marketing and Communications, the chances are good others will be asked to lead the communications efforts.

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I was not aware of the varied units that were housed under the Provost. Some don't actually make sense so moving those to an area that might be more appropriate seems reasonable.

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I think the re-structuring of this position sounds logical and sound. Creating a more honed focus for a high-tiered position should help the University move forward in whichever direction chosen in a more efficient manner.

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I think that the slimming down of the provosts office is overall a positive thing, and sharpening the focus to concentrate on Student Success is a good idea. Centralizing undergraduate academic advising may not be feasible, as the colleges themselves have different processes, etc. Perhaps more information, networking and training (using the HR Liaison network as a model) could help improve the student experience without removing the advisors from their other roles in their departments. I have no opinion regarding the McAllen campus.

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I think moving the Career Center and Veterans services to Student Affairs makes a lot of sense.

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I think it is good that the VPR does not report to/through the Provost.

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I think centralizing undergraduate advising is madness- you want to relocate all of the advisors to a central location where 50,000 undergraduates will go to see them? This seems like an extremely inefficient set up. Watching the staff in my College be slowly redistributed from the departments to the college, I can tell you taking staff away is not as great as it seems. It is bad for morale, walls go up with individuals who want a more direct line to their supervisor or want to be



close to the department they are serving, departments are expected to act uniformly when the very nature of their discipline makes that infeasible.

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I support the suggestions in the report

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I support all recommendations.

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I suggest you elevate this IT group to a leadership role in the consolidated IT infrastructure. I base this upon security assessments as well as current responsibilities across campus.

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I suggest elevating the Office for Academic Innovation and including the Center for Teaching Excellence and Continuing Education under the larger umbrella of Academic Innovation. At the very least I recommend aligning AIOL and Continuing Education. There is significant revenue left on the table by not having DE and CE offerings under the same umbrella, as oftentimes content is re-purposed across scales for different audiences. A more contemporary revenue model in line with peer institutions could be assigned to both DE and CE if these two were aligned. Revenue generated could then be re-invested into innovations into the 88% of course sections that are taught face-to-face. Seeing models of instructional delivery as the umbrella and having the digital learning environment serve all modes of delivery would start to move the needle on TAMU's potential with digitally-forward teaching and learning. There were so many lessons learned by the Office for Academic Innovation during the simultaneous transition to a new learning management system while supporting remote instruction (the ultimate stress test). Very little of that is being utilized to move the teaching and learning enterprise forward. Additionally, student success cannot be an institutional priority, nor can DEI, without the linkages to the digital learning environment. Currently teaching and learning technologies exist in a vacuum. Our peers have all elevated and strategically embedded this portfolio as a result of COVID19. TAMU is not doing the same, and the loss will be to students. I look forward to working with leadership on these matters, as their centrality to a 21st century institution is critical for the institution to remain relevant.

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I see no issue with the restructuring of the Provost's Office, and agree that TAMU should further invest in the Higher Education Center in McAllen, TX. However, I do think it would be a mistake to centralize undergraduate student advising. Student Advisers that work in specific departments are able to specialize their knowledge about the degrees and classes offered within their departments, as well as maintain more personalized relationships with the students and faculty/staff within the department. I think it would actually help the students more if retention of student advisers was more of a focus. The process to change majors is somewhat daunting, but this could be remedied by streamlining the processes to change majors or add minors, etc. rather than restructure the entire department. This streamlining could look like putting more of the interdepartmental communication upon the advisors, rather than the student.

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I only receive emails and have not had any interaction with this office.

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I like what will be happening to the provost office. I think it will make university wide communication better.

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I have one piece of concern regarding the reorganization of the Provost Office. One of the recommendations in this section is to move the Veterans' Services Office out of the Office of the Provost and to Student Affairs. As a member of the Scholarships and Financial Aid Office, this is concerning to me for two reasons. Currently members of the Scholarships and Financial Aid Office who are located on the Galveston Campus, Law School, and McAllen Higher Education Center are responsible for certifying veterans benefits in addition to processing and advising on Scholarships and Financial Aid. I feel that removing the Veterans' Services Office from the office of Scholarships and Financial aid would leave these remote employees with inadequate resources, supervision, and guidance necessary to provide excellent service to those campuses that they serve. I believe that if certifying veteran's benefits is going to no longer be a part of the mission of Scholarships and Financial Aid, then it should no longer be a part of the job description of those Financial Aid Advisors on that campus and that the duties of certifying those benefits should be aligned with main campus. I would also like to voice my support of the recommendation to elevate the Higher Education Center at McAllen. This campus is a unique place and has a lot of potential to serve the Valley well. I would love to see more emphasis placed on this center. Increased recruitment and retention at the center could also increase the amount of latinx students that our institution serves.

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I have no comment for the Provost Office. I do agree that the Provost office has become too big and that it is too hard to navigate when you do need to talk to someone.

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I have had many interactions with the Provost Office as a former employee, and feel equipped to share some reinforcing observations. I agree 100% that reorganization is needed as the office has become confusingly bloated and

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unnecessarily complex to navigate for faculty (Dean of Faculties) and staff (AABS, Provost IT / IMS / Academic Affairs / External Affairs, etc). The list is long and I applaud the deep dive! I am especially in support of centralizing communications, as the messaging out of the Provost Communications office has been noticeably absent, confusing, or irrelevant since Dr. Fierke's departure. It's embarrassing to see so many "corrections" attached to leadership level messages.

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I have concerns related to weakening the overall authority of the Provost's office, given that we're at a Research I institution and the faculty are an integral part of our strength and reputation. By taking out faculty affairs from the Provost's areas of oversight, you risk weakening shared governance. I worry that this will cause decreased faculty satisfaction and, thus, issues with recruitment and retention of top talent.

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I have a serious issue with centralized advising. The advisors who do their job for a specific department become familiar with the nuances of each department and help make the advising personal. For example: When I am creating the next semester schedule - I loop in our advisors so I ensure that I am offering the correct amount of upper level classes or writing intensive courses. What am I supposed to do when the advisors are centralized? submit a ticket? We have undergrad research programs, 3+2 programs and department level study abroad programs - all of which our advisors sell to the students they see in the department. Having a centralized advising system means we lose all of that personal connection. It states that students are inconvenienced when they have to visit multiple advising offices when they want to change majors. Well guess what - that is part of the experience....the student wants to change to POLS then they go visit the POLS advisors to get a feel of the department. Same for changing to STAT, ACCT - whatever. Centralized advising is going to cause MORE changing of majors because students are just going to walk in select a major that they qualify for and poof - one-stop change of major.

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I have 21 years of academic advising experience. I started out in a department in AGLS at A&M then moved and started working at a smaller university in general advising. ALL freshmen came into the university as a "pre-major" and then they had to meet the requirement to declare their majors. They had centralized advising for all undeclared majors except engineering because of the complexity of the degree plans and ABET accreditation. General engineering for the first year to year and a half was great so they could explore majors (very similar to EASA). After they declared their major they had either professional advisors or faculty advisors who were there to specifically work with that major to provide the best for the student. After about 3 years in general advising I moved over to general engineering advising. I was trained on the specifics of all disciplines offered to accurately guide them in the beginning coursework, almost exactly like EASA. After 7 years in engineering, I came back to A&M, specifically in EASA advising. I am now in an engineering department and very happy but it has taken me a while to learn all of the information I have at this point and I know there is a lot more to be learned. Because of my various advising experiences in different areas at different Universities I can say that advising through a central location worked well for students at lower levels (first and starting second year) however because of the diversity/complexity in the majors I think centralizing advising would put the students at a disadvantage. There is entirely too much major specific information for one advisor to be knowledgeable enough about to be of benefit to the student. Without saying, general engineering is a very effective way to advise the students headed towards their discipline however once in their major (engineering or not), there is too much discipline specific information to have them combined. I have heard (right or wrong) that the plan is to have centralized advising but then to group majors in different areas. Isn't this exactly what we have now?? Sounds like a lot of wasted time & effort as well as confusing, disorienting and harmful to the students.

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I had not followed the matter closely, and I was unaware that the Provost's office was considered too large. A focus on "student academic success" is indeed a wide purview. I like the ideas of centralizing some academic advising and elevating the McAllen campus.

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I fully support all of the recommendations provided by MGT as it relates to the Provost Office. This is much needed!

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I firmly believe that our students need better help with Academic Advising. Oftentimes there is only one academic advisor catering to multiple departments which prevent students from being able to get the help they need in a timely manner due to the Advisors being overloaded. I also think that there needs to be more cross-communication between academic advisors so that they are better able to help students who are transferring from one department to another. Many students currently are being told different things by different academic advisors which can make the process very confusing and stressful. However, I am not sure that centralizing undergraduate advising (as mentioned in Recommendation #2) would be the best way to fix this problem. I am concerned that doing this would result in advisors having less expertise in each department's varying requirements and could potentially make it even harder for students

to reach an advisor who could help them.

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I feel that Finding #2 and Recommendation #2 in the Provost Office section lack context. The change of major process has actually been streamlined quite a bit over the past year and a half. Centralizing advising would perhaps further streamline the change of major process, but at the expense of the detailed knowledge of departmental advisors. Departmental academic advisors often get to know their students' interests and goals quite well over the course of 4 years which makes for a more productive advising relationship. An advisor who is embedded within a department/program can help students more easily connect with high impact experiences and the departmental faculty, as well as helping students network with former students. It is not unusual for advisors to hear stories of dissatisfaction from students changing majors from units with centralized advising at the college level. Often times we hear things like "I'm just a number to the advisors there" or "the advisors in X office don't listen to my goals and struggles." If one is interested in the student perspective beyond anecdotes from advisors, one should visit r/Aggies on Reddit. Relationship building is a key element of academic advising and that seems to often get lost when advising is centralized. While I disagree with the idea of centralizing advising under the Office of the Provost, at minimum I think this recommendation would require extensive further study before changes are made.

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I don't work with the Provost office enough to provide feedback but a lot of feedback. I do feel the consults didn't interview enough people to make sure strong recommendations. I hope certain entities that are doing a great job will be studied and their practices are adapted.

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I don't not have enough interaction with the Provost Office to provide strong feedback, but the idea of moving the Student Employment Office to HROE makes sense. A lot of the practices such as onboarding, work in Workday, I-9 documents are already handled by HROE. It would be a strong fit.

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I don't disagree that the Provost Office had amassed a very large operational portfolio; however, in recent years it has been clear where the delineation of power was. If these recommendations are implemented there will need to be a very clear explanation of who reports to the president (provost, vice presidents, deans).

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I do not think it is wise to move the business functions from the Division of Research to Finance. The Division manages many special initiatives that extend past this one system member. I believe we best serve our customers by remaining under the direction of the Vice President for Research. This will allow us to continue to focus on those initiatives and our customers needs rather than having to split our focus between our customers and the mission of the Division of Finance.

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I do not see issues with this realignment.

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I do not believe that the Provost office should be cut down in the ways suggested. I do understand a further centralization of services. The academic advising offices should not be centralized out of the departments. This is an extremely drastic and frankly over generalizing of the work these staff do in individual colleges and their departments. Puts all the fire in one area and solves none of the aims sought to be solved by this move.

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I do not agree with recommendation #2. Centralizing undergraduate advising is detrimental to the student experience. Student's need the ability to meet with an advisor that they know personally can assist them with their exact degree plan and needs. It should not be made easier for students to change majors, as they need to fully understand the potential risks and consequences that could come from that decision in regards to graduation time. Overall, I believe it is highly important for every department to have their own academic advisors to meet one-on-one with their students.

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I do agree with the recommendations here, especially the recommendation to place the focus on student academic success and become more exclusively focused on the academic mission!

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I do agree that the Provost's office was slightly over-extended and moving some of the units/organizations to other areas makes better sense. However, I work in the Vice President for Research department, and I do have some reservations about moving our support units (communications, finance, HR, and IT) to centralized offices. As we have developed very specific skill sets and relationships with our researchers and research supporters, it seems non-productive to have us centralized where our attentions might be directed elsewhere.

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I concur with the recommendations of the study regarding the Provost Office

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I completely agree with the Finding that indicates "the Office of the Provost has increased in scope and function, making it a large and complex unit with competing priorities." I have seen this need as an observer, partner, and accountable party to ensuring the security, privacy, and compliance of all the systems and data managed by Provost IT are in place.

The separation of Provost IT from TAMU IT makes many IT functions unnecessarily harder including some aspects of security and IT compliance. It would be simply natural and best practice if the functions that are squarely in the realm of Information Technology be a direct part of the University's One Information Technology organization. This would allow for the reduction of technology and effort duplication while at the same time increasing the available and quality of IT systems, services, knowledge, and capabilities at the direct reach of those managing and supporting IT systems currently under the Provost Office.

I can certainly understand making the Provost Office more efficient by moving various parts around that may better be suited in other departments. However I would like to say that I am hopeful that although I am a functional (IT Business Analyst) staff member that staying with EIS makes sense. We ease the interruptions from our customers to the developers and have skills that help both be more efficient. Having us stay with EIS is beneficial in that we have neutral oversight from our customers. TAMU is such a huge University that I would want to make sure the changes that are being recommended do not impede from the customer service we currently provide the departments we serve, especially the timeliness that we currently operate in.

I believe the confusion and disconnect for students and faculty between Academic IT and Central IT services is pervasive and warrants unification both strategically and operationally of the two groups. Additionally, the other unification recommendations seem to align with the overall theme of reducing costs, increase efficiency, and raising the level of service delivery across the university, so I am 100% supportive.

I believe that some functions do need to be taken away from the provost's office to make them more efficient, however, I still believe that the Provost's office should still be in the reporting chain on issues involving students, learning, and everything that the TAMU stands for. The Provost's office could serve as a last link in the chain before something moves up to the President's Office level. We still need that system of checks and balances.

I believe centralizing advising at the university-level would not be a conducive change for the advising of students. Standard processes would allow for a better flow of information and standards in regards to change of majors. The common change of major application has helped this process already, but has not been in effect for an entire year. Centralizing at the college-level would be a better start. This would allow for advisors to keep their specializations within their departments but standard operating procedures for the advising of students could be created.

I appreciate that the centralization of advisors suggestion includes a dotted line report to the academic dean, I feel that advisors have a strong passion for the majors they help students with, and that passion is felt by the students. It certainly was when I was an undergraduate, my biology advisor helped support my passion for my major.

I am writing in support of Recommendation #2 to centralize undergraduate academic advising, however, not for the reasons stated in the report. While the change of curriculum process is one of the biggest challenges undergraduate students face, it is not because of academic advisors or an academic advisor's workflow. In most academic departments, change of major criteria and requirements are established by faculty groups. Other issues related to student progression on degrees include vague and open degree plans which do not allow for students to adequately take advantage of advising and technology tools that show their progress to degree. For example, a degree program with a lump of 32 free electives or 12 directed electives that must be selected in consultation with an advisor will NEVER be able to self-approve their undergraduate degree planner and will ALWAYS have to rely on an advisor submitting a course adjustment for their class(es) to fill those areas of their degree evaluations. Again, faculty committees own the curriculum and curriculum requirements, and advisors are the ultimate advocates for students to complete such requirements. It is difficult to be the executors without any control. Academic advising is a relationships and a process - an exchange between an advisor and student. I am 100% in support of centralizing advising because it professionalizes the role and allows for hiring qualified personnel to fulfill these roles. Additionally, we can maximize career ladders and provide clear pathways for advisors to progress in their career while expanding their skillset and expertise. The general studies major should remain a vibrant option for students, and academic advisors who work with first year students should be the most experienced, well vetted, and credentialed advisor; in fact, we should be recruiting from personnel with graduate degrees in student affairs administration, higher education administration, college student personnel, counseling, etc., to fulfill these roles. While many advisors have been successful at "falling into" their advising role, it should be done through an entry level position to allow for an opportunity to grow and progress in the profession. I recommend centralizing at the college-level to begin with. Several colleges, liberal arts, agriculture and life science, and education and human development have seen some success (and some setbacks) with centralizing advising at the college level. Academic advising should be focused on holistic student development and progression through their degree, and while advisors do not control curriculum or dictate course requirements to fulfill degree requirements,

advisors should focus on helping students make meaning of their curriculum, design and select coursework that closely aligns their personal and professional goals, and serve as the students' primary advocate and navigator of university policy and procedure. A centralized model allows for synchronized hiring, onboarding, training, and maintenance of standard operating procedures.

I am unsure why the office for Diversity and Inclusion is being relegated to a subordinate of "Academic Affairs and Strategic Initiatives." This seems contrary to the stated goals of the university to foster diversity in all facets of the university's operations. Instead, this will serve to further silo the efforts of our diversity and inclusion staff away from any meaningful impact on the campus as a whole. It also seems like a mistake to consolidate all the advising offices under the helm of the Provost. An advisor for Engineering will have a much different skillset and knowledge than an advisor for VetMed. While this move is couched in terms of student success, I fail to see how changing the roles of academic advisors to a bland, general sort of advising helps. As a former student, my advisor's knowledge of the department and professors (and knowledge of the students!) were vital to my success, and I don't see how removing specialization will help matters.

I am unclear on the information gathered for finding #2. Five steps for students to change majors is not a reason to centralize advising. Most of these steps are completed by the student on their computer and steps 1 and 3 are not mandatory. While it is not advised, students can technically review the major requirements, decide to switch and submit the change of curriculum all without ever seeing an advisor. But visiting with 2 different advisors and reviewing/deciding to switch majors is anything but daunting. Maybe A&M needs to consider admitting students without a selected major and there would not be so many change of majors. At 18 most people do not fully know what their interest are. Centralizing advising from the department to the College of Agriculture has been a nightmare. While staff is fully aware that we are mere peon's at A&M, the centralization of advising in COALS has left many of us with little motivation and very low spirits. I loved my job before the restructure and although I still love working with students, I feel like I am not important anymore - not by the students, but by the dean's. Also, students complain enough as it is, will centralizing us really make it any better?

I am really not sure how enrollment management should move to Department of Finance. Enrollment management is about well-planned strategies and tactics to shape the enrollment of an institution and meet established goals, especially enrolling qualified and well rounded students who will retain and graduate and become contributing citizens in society. It is not only related to budgetary issues but a lot other issues. Did not find the much linkage between enrollment management with finance at all. Please reconsider that move. What is more interesting is that I did not even find Enrollment management in the Proposed Finance Organizational Chart- probably an oversight.

I am particularly pleased to see the land-grant mission focus and efforts to standardize the quality of support services both outward-facing (advising) and inward-facing (IT, HR). My experience with the consolidation of IT, business support, and HR within Undergraduate Studies several years back, though, is that the people in our unit who held these responsibilities were taken away, and much of the labor related to these functions rolled back to us on top of our programmatic responsibilities. For this reason, I am apprehensive about further consolidation. It might just mean that the help we need is further away and harder to access. Along these lines, I'm concerned that the ability to tell the story about the diverse programs at TAMU is beyond the scope of one office.

I am not opposed to 'slimming' down all the units currently under the Provost Office. However for EIS (Enterprise Information Systems), I think the current positions, to include Functional Analysts should stay in tact and a part of EIS.

I am not in a position to provide good insight into these changes.

I am not as familiar with the Provost Office but the report does seem to illustrate the many different responsibilities that should probably be housed elsewhere.

I am concerned that the Office of the Provost is being divested of too many functions and how that will affect being able to bring in quality candidates. If it supposed to be student-centric, why remove Education Abroad? I also feel that centralized academic advising would be an unforced error on A&M's part. Given that the concept in the report is not fleshed out at all with no recommendations as to how it would be achieved, it is hard to see what it would look like, but having advisors who are jack of all trades and master of none is not a good idea, particularly in more technical majors. Perhaps look at each college or School having centralized advising rather than the entire university.

I agree with the review and also believe the size of the Provost Office leads to "competing priorities" that negatively impact students, staff, and faculty. If the primary focus is on student academic success, then the recommended organizational structure seems to make more sense and could be more effective in that mission. Also, it makes sense to

centralize academic advising, however, I can't quite imagine what that would look like at a campus this size. At the very least I think advising could be consolidated within each academic college instead of designating advisors to individual degree programs. The current process for switching majors is complex enough without making students meet with multiple advisors before making the switch. With the current staff to student ratio and the turnover/department switching, students have significant difficulty getting an appointment prior to the deadline. Not to mention academic advisors have to work long hours to try and accommodate students' needs.

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I agree with the reorganization of the Provost Office with the focus exclusively on the \*academic\* mission of achieving excellence.

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I agree with the recommendations under the Provost Office section. I believe centralization should be accomplished in a manner that ensures the unique aspects of College and Department partners are valued and accounted for. Some areas may require a higher per-student investment OR a different level/mix of experience in the advisor cadre for a specific College or Department that on the surface seem like disparities across Colleges today.

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I agree with the recommendations outlined in the report for the Provost Office. Under Provost Watson, that group grew in scope and needs to be whittled back down.

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I agree with the recommendations about the Provost Office. The office has grown inappropriately and disproportionately powerful.

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I agree with the proposed restructuring.

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I agree with the findings in this section.

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I agree with the dissolution of the DOF.

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I agree with a support the recommendation made by MGT.

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I agree with Recommendation #1, especially as it pertains to Student Affairs and IT. I highly disagree with Recommendation #2 to Centralize all undergraduate advising. While a central advising office may work well in a smaller university, centralizing advising could greatly affect the quality of advising at an institution of Texas A&M's size. Having been an academic advisor for the past 5 years in two different colleges on campus, there is no way one office could learn and keep up with the differences and requirements of every major and catalog year on campus, along with updated nuances, transfer credits, course combinations for prerequisites or combinations to avoid, etc. In my first advising position in the College of Architecture, I advised for all Environmental Design students and managed four minors. In my current position we have two majors, one of which has 8 technical tracks options. I know other majors across campus cannot be less complex, including prerequisites for programs such as Nursing, Pre-Med, Pre-Vet, Pre-Law, etc. If the goal changes to make it easy to change majors throughout their college experience, undecided students could easily be lost in the shuffle or not meet our 4yr and 6yr graduation rate goals, and could in turn cause more students to pay out-of-state tuition with excess credit hours. It is a big decision for an 18-year-old to choose a major, but in this case I would argue we invest in admitting undecided but quality freshmen to General Studies and review career inventories and review major options in a required Hullabaloo U course instead of encouraging them to change majors multiple times. My second disagreement with this section is that it would greatly inhibit advisor's ability to invest in and get to know their students throughout the time in the major. When you know your advisor well, it makes it easier to discuss when you are struggling in a class, having a tough time, making decisions for after college. On the other side of the desk as an advisor, being able to work with your students as they grow through adversity, conquer their fears, and realize they can achieve their goals, is what makes the paperwork and administrative processes associated with advising all worth it. In a centralized model, due to the magnitude of the caseload, I don't see this as possible except on very rare occasions. I agree with Recommendation #3. Providing increased accessibility of TAMU opportunities to students outside of College Station is a great way to continue meeting our purpose to serve the state and the people of Texas.

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I agree there is a lot of duplication of effort, but the report almost seems like there will be more positions created which goes against efficiency.

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I agree the Provost Office is managing too much and moving some functions out will be good.

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I agree that the provost office is too large and handle many different things. I agree that it should be separated.

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I agree that the demographics of student enrollment at TAMU do not currently mirror the demographics of the state of

Texas. Would be interesting to see how our competing university is fairing in this area. Agree that all forms of communication should go to Marketing and Communications Agree Student Employment Office should go to Human Resources Veterans Services Office should not go to Student Affairs Data and Research and Enrollment Management should not go to Finance

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I agree that the Provost's office should focus on the recruitment, retention, and success of students. If disbursing some of the areas under the Provost's office to other areas is the best way to achieve this goal, I agree that restructuring may be needed. However, some of the moving parts don't make sense to split from the Provost's office. Provost Communications Office should remain with the Provost's office. Someone still needs to handle Provost-specific communications, so it makes sense for there to be a direct link between the Provost's office and the group handling the marketing and communications instead of moving them to an outside department. Similarly, splitting Academic Affairs Business Services and Academic Affairs IT is counterproductive because these groups work together. Splitting them apart takes away the effectiveness of their operations. Looking at Research for example (Research HR moving to HROE, Research IT moving to main IT, Research Facilities Operations moving to Facilities), you will lose some of the effectiveness behind the success of these operations. As a non-researcher, I can understand that faculty/staff/researchers serving together under research have a very specialized skill set. Moving these areas to a general area (main HR, IT, and Facilities) means taking away people with the specialized knowledge needed for research specific purposes and moving them to a general area while allowing people in the general area without the specialized work experience to now make the specialized decisions. Centralizing Academic Advising sounds like a disaster. I say this with utmost respect, but as a former student, I can acknowledge that Advisors in specific departments is greatly to the students' benefits because they are working with advisors who are directly familiar with the needs of students in that department.

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I agree that the Provost office should focus primarily on students and less on the peripheral activities the office has become involved in over the years.

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I agree that the Provost office has become top heavy and involved in areas that are not education related. In regards to Finding #2 students change majors and have a difficult time doing so is incorrect. The change of major process has recently been restructured to alleviate that issue. Time frames for changing majors are posted on the Academic Calendar. The Change of Major application is posted on each colleges website. The student submits the filled application. Application is reviewed by the Academic Advisor and a decision is made based upon grades, course completed that are applicable to the new major and time to degree. So a student does not need to go to several advisors to change majors. It is strongly suggested that a student schedule an appointment with an Academic Advisor in the majors they are considering in order to find more in-depth answers regarding the degree, course work, high impact opportunities and job opportunities. A student who is doing his due diligence is selecting a major should be expected to visit with as many advisors as majors they are considering. In our college each department only has 1 Academic Advisor. So that advisor does wear many hats and has responsibilities other than advising students. However, the vast majority of what they do is advising in person, via zoom, email and phone calls. Our Academic Advisors have an opportunity to make real connections with our students and grow with them from first semester until the last. As such students are more likely to communicate with us when they are struggling either personally, financially or academically. In a large central advising center this interaction and personal relationships would not have an opportunity to develop. Our college advising staff are decentralized in that they are housed in their own departments in order to be more accessible to students and faculty. The supervising Advisor ensures that all training is consistently provided. New advisors are required to learn through observation of other advisors in the college. The supervising advisor also requires that the new advisor has opportunity to learn how to conduct advising meetings by observing. Then the supervising advisor also sits in with the new advisor for several weeks to ensure the advisor is comfortable with their level of knowledge of their majors. The advising team meets weekly to discuss ongoing issues, upcoming events and any potential issues. Each advisor also meets weekly with their departments Undergraduate Director or Graduate Director to discuss items such as course equivalency, sequence of courses or possible substitution of courses based on availability of required course work. This close working relationship with the faculty representative helps to ensure that the advisors are maintaining the integrity of the degree. I do agree that their should be common training and procedures in order to unify advising but to centralize it would be detrimental to the student. Like all things there are good people who ensure that their staff are performing their jobs correctly and efficiently and there are those that don't. That is a larger systemic issue that can be rectified without centralization. In regards to providing a consistent and streamlined experience for the student that is provided by knowing exactly who their academic advisor is and how to contact them. In a central advising center it is

unlikely that a student would consistently meet with the same person and might get different answers from each advisor that they meet. This potentially is more detrimental to the student and their success.

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Great ideas, and they all make organizational sense.

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Great change, allow the Provost Office to focus on their core mission.

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Generally agree. The recommendation to realign units currently under the Provost Office to their respective areas of function should provide an opportunity for a more directed, effective office focusing on the academic mission of the University.

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Enterprise Information Services is not just a group of interchangeable consultant coders. We typically have years, sometimes decades, of domain specific knowledge as well as technical expertise. Assimilating us into the DivIT collective needs to be done carefully and preserving our existing relationships should be a priority.

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Enrollment Management should not be moved to Finance. It should be moved to Academic and Strategic Collaborations.

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Eliminating this office will slow the process of hiring faculty and T&P cases

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EXECUTIVE SUMMARY - Thank you for accepting feedback to the MGT Report. [REDACTED] [REDACTED]. The Center was created over fifty years ago by the Texas State Legislature and placed at Texas A&M with the directive to conduct studies in all areas related to real estate, urban, and rural economics and to disseminate those findings. We have had an affiliation agreement with Mays Business School since 1987. The enabling legislation established the Center's unique identity by providing fee-based funding from Texas real estate license renewals. Those funds are distributed by the Comptrollers' Office into a separate account for the Center's exclusive use. The Center manages its funds under the guidance of a nine-member advisory committee appointed by the Governor. No tax revenues, appropriated funds, or other financial support flow from the University to the Center. As a fully-funded, self-sustaining entity, the Center pays all of its expenses, including facilities, staffing, and operations. Accordingly, Center funds, whether revenue or expenses, have no impact on Texas A&M. The Center has 24 budgeted positions and a dozen student workers. By nature of our state mandate, our work is widely distributed through self-publication and our website, [www.recenter.tamu.edu](http://www.recenter.tamu.edu). Due to our high profile and the value of our work, demand for new research has never been greater, and we are continually recruiting for research positions. Our staff is composed of research scientists, data and technology scientists, an administrative team and communications staff. Our affiliation agreement designated the entire staff as faculty-equivalent even though we have no student or classroom responsibilities. It enables the Center to meet its mission to produce and disseminate scholarly research with as much expedience as possible. Our scope of work is entirely outward facing to policymakers, the business community, and the broadly defined real estate industry, which includes land-use developers, planners, builders, banking and finance, cities, municipalities, and more. Decision-makers depend on the Center to provide relevant and reliable information. Viewed through the lens of the Center's legislative mission and unique funding, the MGT Report leads to these thoughts: 1) Project Overview - It is not possible to compare the Texas Real Estate Research Center to any other university because there is no other academically affiliated real estate center in the nation (possibly the world) operating at the scope and size as ours. We are a model for many of those smaller organizations seeking to create or expand similar units. 2) Organizational effectiveness - The Center creates and executes strategies to achieve the highest quality and quantity of work. Budgets and Scope of Work are reviewed and approved by our Advisory Committee. The Center and its director are reviewed by the committee annually. 3) Finance and Business Admin - The Center's money does not flow between departments. Budget strategies are unique to the Center, and funds cannot be reallocated to any use beyond the Center. The Center is financially responsible and has demonstrated fiscal prudence throughout its history. 4) Facilities - The Center pays for all facilities costs, including rent, common area maintenance and utilities. We negotiate terms and enter into contract agreements with a private company that owns the building. We pay rent and maintenance directly to them, and maintain contact with the property manager. The department receives no funds or office space from the university. 5) HR - Due to the limited pool of potential staff employees, the Center has found it difficult to attract workers beyond BCS. Our department has missed out on great candidates because they were unable to, or preferred not to, relocate to College Station, or because we were unable to offer competitive salaries. Our department could benefit from greater latitude in salary and hiring actions. We are in competition with industry for high-level talent, often with a pay scale that is below accustomed standards in other parts of the state or nation. Tools such as AWL and remote work could greatly enhance our appeal to candidates. As an economic research group, we want to be leaders in the new world of work and make



efforts to reduce costs while increasing agility and employee satisfaction. 6) Marketing & Communications - The Center's communication team is tasked with the dissemination of research findings. They are adept at messaging, editing, and production. We produce a quarterly journal, as well as weekly, monthly, and annual technical and economic reports. The Center's affiliation agreement allows for a separate communications function within the department because of the specialized knowledge needed for effective distribution.

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Do. Not. Take. Diversity out of the Provost's office and bury it in a new division of with a VP between the Vice President for Diversity and the President and no connection to the Provost.

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Do not move the library under one particular college. Otherwise, funding decisions will become highly politicized. Also, the addition of roughly 200 non-teaching staff and student employees to an academic dean's responsibilities will be highly disruptive.

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Diversity and Inclusion should not move to a new office of the Vice President for Academic and Strategic Collaborations. I fear that this is going to water down the visibility and effectiveness of the Diversity Office. Rather Diversity and Inclusion should either stick with the Provost Office or, more desirably, get their own overarching center that connects all units of Texas A&M and serves as the overseeing structure and incentive/impetus development facility that holds all threads and can provide feedback/advice/monitoring on how each unit, including the President's cabinet units are doing in terms of their commitment to DEI.

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Difficulty in changing majors and inadequate academic advising are HUGE problems for our students. I believe the idea of centralized advising is a good one, but it needs to result in BETTER and more readily available advising. This centralized advising office should work hand in hand with the career center. I am concerned that this idea will actually result in less advisors in the name of streamlining and funneling money elsewhere, and actually have the opposite effect. Students should also be able to come into the university under a general studies major, but not graduate with one. I think the idea of a general studies major in within each college/department, is a good one, and then students would need to apply for major status, similar to the way Mays and ENGR operate now.

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Decentralized advisors within academic departments are able to learn the intricacies of the degree plans for the department and build personal relationships with students within a program. Centralized advising runs the risk of being impersonal with a relationship never developing between a student and their advisor(s). The McAllen campus, at least, needs a support office to handle their payroll, course scheduling and such. Their faculty would be best evaluated by administrators at the McAllen campus.

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Dear President Banks and Team: With an abundance of respect to all parties considering centralized advising, it makes no sense to me that academic advising would be banished to an "administrative" function in the name of "efficiency" rather than remain in academic departments from which flow the knowledge and resources our students need to make informed decisions about their degrees and careers. Advisors in departments (versus in a college or university unit) are physically near their students, academically and pedagogically knowledgeable of their unique needs, and are best positioned to provide the guidance our students require to make an informed decision regarding choice of major and to prosper in that degree program and beyond. Advisors are also physically situated near faculty, facilitating interactions between students and faculty who each often seek an advisor's guidance on connecting with the other. Finally, departments and their advisors are inherently motivated to support their students through specialized advising and programming—the success of their students and degree programs depend on that connected, symbiotic relationship. Centralized advising, while being hailed as an "efficiency," would actually remove the high-touch, value-laden advising experience and suggests the university is concerned only with herding students in and out with their diplomas, and equates the personal growth and development that comes from an ongoing advisor-advisee relationship to a "drive thru" transaction. Further, the individual accountability of advisors who are a stable, known-to-students departmental resource, versus a one-stop-shop advising center equipped to help any student, whether at the college or university level—again, in the name of "efficiency"—dilutes the accountability people have to one another, advisor to advisee and vice versa, such that advising is relegated to a transaction versus a trusted resource and relationship. In my experience with semi-centralized advising that includes both college and department advisors, I have personally witnessed and learned from students that (some, not all) college-level advisors who have no departmental affiliation inherently advise based on course availability and level of rigor (or lack thereof). In not being affiliated with a department, through no fault of their own, centralized advisors generally lack the content knowledge, curricular and pedagogical insights, faculty and research connections, and major-/department-specific accountability intrinsic to department advisors. It would be a mistake to disconnect academic advisors from academic departments under the guise of facilitating efficiency. Higher education can certainly be more efficient in some areas, but not where student learning and growth is concerned. As

we know in higher ed, individuals learn in unique ways and at their own pace—that process, inclusive of academic advising, cannot be scrimped or economized. As someone whose own undergraduate advising experience was merely transactional, I didn't know until I began advising in a department/program at Texas A&M how invested in and instrumental advisors can be to students' success. I have prided my career on engaging my students with developmental, collaborative advising. Referring students to other offices and contacts, an inherent advising role, helps students gain insights from multiple resources and perspectives, and critically think through a change of major and other significant academic decisions. Removing those opportunities diminishes critical thinking, one of the primary reasons for higher education's existence. I would hate to see Texas A&M revert to an advising model where a student is valued for being one among the many, relegated to "next-in-line," all to "improve the student experience"? Don't we want to enhance student education? We should be rallying our current advising model where each academic advisor is fully supported—with all the necessary resources (time, i.e., appropriate caseload; treasure, i.e., competitive salary; and talent, i.e., instrumental support/training/development)—in developing relationships with and positively impacting the lives of their students through the ongoing, one-on-one, sacred academic advising relationship, keeping education and academics at the forefront and hinging academic advising to academic departments. Aggies deserve so much more than advising "transactions."

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Deans should continue to report to the Provost.

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Currently the Student Employment Office is not a stand alone office, it resides in Scholarships and Financial Aid (SFAID). If SFAID is moved from underneath the Provost's Office, I would agree that the SEO should move as well. But, it needs to remain under SFAID and not be moved to HROE. Please see my comments under the Human Resources & Organizational Effectiveness section below. I would also encourage you to re-evaluate moving the VSO and Money Education Center from underneath SFAID. Neither of these offices are stand alone either. They exist as a function of SFAID.

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Centralizing advising would be detrimental to our students. If its all centralized, how can we be certain that the right advisors and helping students with the right information? I fear that our students will be advised by someone who doesn't know anything about our department. Direct and personalized attention that is currently given to our students will be greatly affected.

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Centralizing advising removes advisors from the departments and colleges and completely severs those ties and makes advising students extremely difficult. When advisors are housed within the departments, they can be included in curriculum meetings, class scheduling decisions, student organizations, and program reviews, just to name a few. They are the voice for the students in these departmental meetings. If advisors do not have any input or awareness of changes in the programs at the departmental level, they cannot properly serve the students. It is also just as important that advisors have their departments trust and open communication to properly serve their students. There must be involvement within the departments and colleges to ensure that the needs of those students and programs are being met. Without this involvement the advisors lose creditability with their students. The soul of academic advising is the relationship established between the advisor and the advisee. That establishment of trust and the creation of a safe environment for students to have is vital to a student's academic success and professional growth. If centralized, the ability to meet with the same students year after year is lost, as well as the "home" base within the student's department or college. In a centralized environment that safe, personal atmosphere can be lost because of the sheer size of a centralized advising office. This report includes data on other "peer" institutions; was centralized advising or advising in general reviewed at these institutions? Do you have the data showing which of these institutions have centralized advising? If yes, how is it structured, how many students are enrolled at that institution, how large in terms of physical size are these institutions? Can you elaborate further on what the centralization of academic advising would look like at the University level at TAMU? If centralized advising did take place, what does the University have planned for graduate advising? Would that remain under the departments or would it be centralized as well?

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Centralizing advising means that advisors will be an "expert of none" and students will have even more difficulty identifying someone who can provide insight into what particular majors provide in terms of career prospects, content and student experiences. We already see this in the College of Engineering... the ENGE advisors often provide vague and/or incorrect advice about majors, leaving the students more confused and coming to the department advisors

anyways. Further, having advisors in close proximity to their program faculty mean they are often aware of student performance in classes, research opportunities, etc. at an early stage and have the chance to adjust advice and communication accordingly.

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Centralizing academic advising will turn advisors knowledgeable of specific degree programs into a conglomeration of generalists forced to take a cookie cutter approach to every student's academic path. It is entirely possible to facilitate communications between advisors in different areas without combining all of them into a single organizational structure.

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Centralizing academic advising will hurt the undergraduate experience - that recommendation should not be accepted. Undergrads need advisors who understand the complexities and particulars of their department and degree program. Specialized and degree-program-specific academic advisors are incredibly valuable.

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Centralizing academic advising sounds terribly anti-student. Students appreciate having an advisor in their department who knows them, has day-to-day interactions with them, and to whom they have easy access for in-person meetings. Depersonalizing that relationship by centralizing advising is a huge step in the wrong direction.

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Centralized undergraduate advising will not improve the student's advising experience. A centralized environment will promote impersonal, rote and less efficient advising. Currently, the College of Liberal Arts and, particularly, PBSI, has great rapport with our students. We are inviting, personal and are able to easily collaborate with all advisors across campus. Centralized advising will eliminate the intimate atmosphere students are so comfortable with in our advising sessions. Instead of feeling welcomed, they will feel as if they are just another number. Instead of experiencing the warmth of the AGGIE family, they will lose their connections to their departmental and college advisors. Not everything needs to be streamlined. Some things are better left the old-fashioned way, where we can actually interact with our students, get to know them and they get to know us. I also extremely value my current work environment. Our office allows us to communicate effectively, work efficiently and actually enjoy our jobs. I do not wish to be place in a large venue stuck behind a cube where the only interaction is via chat or email. In addition, I feel confident that career ladders and salary can be balanced without centralized advising. Our position descriptions and pay should not be based on where we are located or how many students we advise. While I appreciate some of the possible advantages of centralized advising, I do not believe it is the best interest of students or advisors.

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Centralized Academic Advising recommendation number two is not accurate based on "claims" provided. Having a centralized form for advising will cause a lot of disruption in ways that departments have already made a system that works for them. This is not to say that every department has everything in order, but departments like mine have had a great amount of success due to the support of our supervisor/college/department/dean. There was the creation of student success center which has been a great addition to the university and is a great way for students to talk to an advisor if they need information from other departments or last minute help with something. In addition, each department is vastly different, of course what works for us will not work for everyone and vice versa. We work as a team in our department and "centralizing" advising will not create as the report claims "an environment that allows the advisors to work collaboratively with other like-minded professionals to increase additional job growth opportunities" because each advisor deals with extremely different disciplines. The centralization and training for this to happen will cause an extreme amount of stress on staff which already work hard to do what they can to help students succeed without pay that justifies the amount of time/effort they put into the role. Students come to us advisors not just for academic help but really just to talk sometimes when they need to vent or tell us about their weeks/weekends or advice in regards to a situation. If advising is centralized it will not look the same for students and it seems like they wont want to go out of their department to talk to an advisor because it is not as personable. We shouldn't run like a business where they come and go and check things off a list it should be more personable than that. Our students have yearly evaluations and they talk about their experiences from this past year with COVID and how the impact of that was extremely hard and mentally exhausting but they had their advisor to go to. If they are put in a spot where they have multiple advisors or just general advisors it takes away the ability to be personable with students. In addition, what will happen to graduate advisors, and those that advise both graduate and undergraduate students. Graduate advisors and undergrad advisors interact with faculty as well and moving them to a centralized location will make this a big inconvenience for many. Those that advise both will run into many issues if we are centralized as graduate students work differently than undergrads and the interaction is usually more frequent and spontaneous as I am speaking from experience. How about creating a focus group with those in the University Advising Committee? We can get advisors from all campuses, departments and degrees to brainstorm ideas of what can be an alternative to centralization. The community in UAC is wonderful and it is the way that we already collaborate as advisors all over campus, including

Qatar, Galveston, McAllen. We should also consider that the universities that have centralized advising do not compare to A&M, especially in size. With students being enrolled being over 70,000 we cannot emulate universities that have extremely smaller student populations. We are Texas A&M University and we pride ourselves in being a university that is unique and different than others, and copying what others are doing isn't going to benefit us since our student population is incomparable.

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Balancing the TAMU portfolio via reorganization of the Provost Office is a much needed change to the University. The unorganized nature of the Provost Office in previous years and currently has lead to the decline of University's focus on academic excellence. The proposed organizational chart by MGT has the potential to balance out the offices and higher positions while re-allocating the duties within the new hierarchy(ies). Specifically, the VP for Research reporting directly to the President will put a larger emphasis on the role that research plays at TAMU. This could be the push needed to achieve a world-renowned institution.

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As an academic advisor, it is incredibly concerning to me that it seems the only rationale and consideration for centralization of advising to the university was the change of major process. Change of major is a very small part of what advisors advise students on and the change of major process is a very small part of what students seek advising for. To completely change to a fully centralized structure to allow students a "one stop advising for change of major" will hurt student success and degree progression if the expectation is that all advisors can advise for all majors (which is what is hinted at by saying centralization changes the change of major process.) The only thing that seems justified by the rationale provided is that there may need to be an office on campus that can specifically help students needing to change majors. This role is currently provided by general studies so perhaps providing additional support for that office accomplishes the same goal. While centralization to college units with a structure that groups "like" majors together under certain advisors may make more sense, it doesn't look like advising was fully explored at all except in the context of change of major and university centralization. Advisors directly and significantly impact student success so to make a new centralized structure without full consultation on all duties and how that affects students is incredibly premature. Even when looking at centralized advising structures such as the ones at peer institutions such as Purdue, advisors are still specialized to majors.

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As a parent, I am guiding four students in navigating college at various universities. I believe centralized advising would greatly improve the experience for students at Texas A&M.

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As a long-term professional advisor at Texas A&M University, I have very strong feelings against the centralization of advising at the university level. I have spent 14.5 years advising in my current department. I have been able to create lasting relationships with former students, who come back to the department time and time again to hire new graduates and connect with current students. I have seen and celebrated their accomplishments, as well as their trials. I come from a smaller department where I was the sole academic advisor for 14 years, and I have seen 1000+ students graduate from this department during my tenor. Every one of those students was required to meet with me every semester to discuss class enrollment. I am effective in my current position because of my ability to create those relationships with current students, former students, faculty, and staff in my department. My students trust and value my advice. I know which classes must be taken during specific semesters, and in what order classes must be taken. I know which classes can be shuffled, as needed, to maintain a student's current graduation plans. The proposal to create university-wide advising will be catastrophic. Period. There are too many majors and concentrations within those majors at a university the sheer size of Texas A&M University to have centralized advising. The reason cited that centralized advising should be implemented was due to "some students' struggles" to change their majors easily. We have worked towards implementing uniform and consistent change of major policies throughout TAMU, but this was rolled out during the global pandemic (June 2020). We have essentially gone through ~3 cycles of the new change of major process, and most of those students/faculty/staff were working virtually during this time. I can see where it may have been confusing on where to go, who to meet with, etc. when we were not working in the office. However, students seek academic advising for many purposes beyond what was outlined in this document. When I began my advising career in 2007, students were still able to come into Texas A&M University as an undeclared major (GEST). Bring this back – allow students who don't know where they want to go in life, as a 17–18-year-old, to apply to an undeclared program and figure out what they want to do. My advising caseload currently consists of both undergraduate and graduate populations. There was no mention of the graduate advising at Texas A&M University and how that might be impacted by a centralized advising model. There needs to be very careful, thought out, information on how our graduate students will be impacted. Advising at the graduate level is very different than undergraduates, but I have been able to transition into this role easily due to the fact that I have relationships already established with the faculty in my department. I know which

faculty are seeking new students, which areas of research they work with, etc. I can direct both undergraduates and graduate students to those faculty for content expertise. If I am moved into a centralized advising model, in which I will be required to meet with any student at Texas A&M University regarding any major that we offer, I will lose that connectivity with my current colleagues and will experience decreased effectiveness as an advisor. Over the years I have heard many of my advising colleagues state that they became advisors because their undergraduate advising experience was poor. They wanted to do better for the next generation of students. I guarantee that creating a university-wide centralized advising model will be a disservice to the students and advising staff. Retention rates will decrease significantly or time to graduation will increase. Students will experience frustration with the lack of content/major specific knowledge. Advisors will feel the frustration of students, therefore decreasing job satisfaction leading to a toxic work culture. Academic Advising is the cornerstone for student success. Best practices can be shared across the Texas A&M University advising community, as we currently do. The office (Office for Student Success) currently charged with what has already been centralized is not effective in sharing or soliciting feedback from the UAC community. As a land grant institution, we are charged with serving the public at large. In the current decentralized advising model we are able to meet the needs of the public where they stand.

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As I read the report, the thought that kept coming to mind was that the Provost Office would have to undergo a lot of change. A lot of functions would have to be surrendered to other groups. I think these are good changes, and as a parent to two students and member of the staff, I think I see the need for that realignment. However, I also imagine that there will be a lot of resistance to such change. I'd encourage the leadership to execute those changes in spite of that resistance. Communication (well in advance) will be critical to help people prepare logistically and mentally for such changes, and even with great communication, the changes will be stressful. But they are good and necessary.

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Although there are benefits to centralized services, I feel like institutional and historical knowledge is lost if departments are put into a queue for the first available person to handle. It is more effective if some level of coordination remains within the units as well.

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Although the process of changing majors isn't instantaneous, it is a SERIOUS choice, and does need to have a few hoops to go through, and make sure that people with knowledge about the changes the student will really be ensuring that this decision is both RIGHT for the student, and won't backfire later, if it turns out they don't have some requirement or don't have a pre-req or meet some need. The rules for each major are SO specific, it is definitely something that shouldn't just be rubber stamped easily. I think centralizing advising could be a big mistake - you are essentially turning advisors with some expertise into jack of all trades/master of nones. If they are responsible for being able to answer questions and advise on ALL majors, there is no way they will be able to give a more informed response than they would if they just gave info that is available on the website/marketing materials currently available to students. I completely understand the IDEA of one-stop as positive, so you don't have to call 50 people, but I feel like this will be you calling Spectrum to try and cancel your cable - you won't be talking to the same person twice, they will have little context on your actual situation, and would have to bring them up to speed EVERY time.

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Although centralizing undergraduate academic advising could make the process easier and smoother for students, there are inherent risks of completely eliminating silos. Acceptance to a major should entail so much more than completing a list of prerequisites. Some students just aren't strong in the areas needed to excel in some programs. For example, an engineering candidate who has passed all of the required math courses and meets other eligibility requirements is a viable candidate on paper. However, an advisor who is intimately familiar with the level of mastery and rigor required to be successful in an engineering program is far better equipped to advise the individual student than an "all programs" advisor in a centralized office. A more effective approach in my mind would be to create and refine our processes to ease switching majors while retaining siloed advisors who know their programs' nuances.

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Almost all areas within the Provost area have been realigned for effectiveness. I will only address one gap in the MGT report that is baffling. The Office of Academic Innovation is not addressed in the report at all other than the org chart where it appears to be unchanged in reporting structure. The migration from Blackboard to Canvas was painful. There have been innumerable policy changes coinciding the technology change that have been made with little input from power users of the LMS (often referred to as "academic liaisons"). The governance of the LMS is severely flawed and fostered significant inefficiencies and low morale among staff. The chief users of the LMS have no input in decision making, only feedback and reactions after policy is entrenched. The fact that the MGT report ignored this unit is concerning. I know there had to be negative feedback about this unit from faculty, IT, and many staff. If they did not find this, they did not ask the right probe questions. I hope you address a change with the leadership and governance of the Canvas LMS moving forward. We would welcome anyone in Engineering leading this change. The centralization

of academic advising should be data driven. Those majors most impacted by this should be centralized. I doubt TAMU Health and professional schools see this movement so it seems unnecessary and disruptive to them with minimal benefit. Let the data drive the changes.

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All good. Especially recognizing and embracing more fully the McAllen campus.

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Agreed on all points that the Provost office needs to have its scope reined in.

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Agree with recommendations.

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Academic advisors help students to get specific degrees, not generic ones -- a task facilitated by a certain amount of specialization and departmental identity. Please do not centralize these positions.

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Academic advising should not be centralized. The advising needs to stay with the colleges and departments for better communication and understanding. TAMU advising should not turn into Blinn advising - where all advisors advise for all majors. Centralizing does not solve problems. Collaboration solves problems.

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Academic advising should not be centralized. It is important to have advising at the departmental level. Advisors have specialized knowledge regarding the courses that are offered and it would be a disservice to both advisors and students to expect advisors to know details about all courses on campus versus the courses specific to the department they are affiliated with.

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AGREE WITH ALL FINDINGS.

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AABS should not be split (ATS to Finance and HRPR to HROE). Majority of a dept's budget is payroll. Close ties and communication between accounting and hr is essential to the proper management of a department's financial and personnel resources. Dotted line reporting to Finance and HROE is ok but these services need to stay closer to the individuals they service (the dept). Total centralization of these services decreases the engagement between business services and the dept. Without that engagement/relationship depts are less likely to contact their business services early on when an issue arises. Decreased engagement/relationship between depts and business services will decrease the dept's organization effectiveness. This will result in more time and resource being used to correct issues that would have been easier to resolve early on if there had been proper communication with a dept's business services in the first place. AABS has 10 years of experience in this area. You NEED to consult AABS's Executive Director, Brandy Kosh, on this matter as there is great knowledge to be gained on providing OUTSTANDING business services here at TAMU. You will do a great disservice to the university's operations and business services if you do not consult Brandy Kosh and learn what she can share regarding TAMU business services.

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A lean Provost Office can focus on serving students and ensure they are getting the best educational experience. Centralizing undergraduate services makes sense only if you put this resource in one building. Doing this could increase the potential number of changes of major because it's much easier to do so. Yes, the current system requires students to do some legwork but a little legwork should be required to change the purpose of being in college. If the problem is unclear communication between advisors then develop a clear communication process. If the problem is advising may not be someone's primary load: administration should help rebalance that.

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1) The reports seem to indicate that the Provost Office will be focused on student academic success. This is a huge shift and may significantly impact the quality of candidate who expresses interest in the Provost Position as opposed to the current model of academic success for students and faculty. It is a model that reduces the prestige and appeal of the position. I understand why that may be a desired outcome, but it is still something to keep in mind. The Provost has historically been a critically important, perhaps second only to the President, position at large research institutions. This seems to diminish the importance, which isn't necessarily good or bad but an observation. This proposed model appears to be more like a business model and less like an academic model. 2) The single sentence used to justify moving the Aggie Honor System Office away from the Provost and into Student Affairs mentions how backlogged the office has been. There was no mention of how this single move would influence or help with the backlog. Unless additional efficiencies, staffing, or organizations are captured, I don't understand the move.

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- Moving the Career Center to Student Affairs makes sense and aligns well with the Student Affairs mission - Moving Enterprise Information Services to the Division of Information Technology aligns well with the Division of IT ability to manage hi-level enterprise functions. This will yield significant efficiencies and cost savings to TAMU - Further investigation of Academic Affairs IT may reveal complexities that make consolidation ineffectual given the varying focuses, tooling, and expertise of the Division of IT and Academic Affairs IT - The Division of Student Affairs has a

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significant focus on DEIA concepts and has well-integrated DEIA info student programs. This is further managed and overseen by the Department of Multicultural Services. Moving Diversity and Inclusion to VP for Academic and Strategic Collaborations reduces the focus of DEIA programs - this is better aligned with Student Affairs - Centralizing Academic Advising is one of the best recommendations in the report and will positively affect students at TAMU

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(I have few direct dealings with the Provost's Office, so my comments are likely of little value)

"Centralize undergraduate academic advising" is a phrase/recommendation that I have heard again and again during my 7 years at TAMU. However, this report fails to provide any concrete, actionable suggestions to make this happen, other than "move it under the provost umbrella." This would not result in impactful change. I do agree that departmental advising is "silosed", but that allows for major-tailored advising that is more meaningful than "general advising." I think the recent shift towards advising centers (see: College of Ag and College of Liberal Arts) is a better option that allows for tailored advising while also "centralizing" services. I also noticed an overwhelming lack of commentary about the advisor pay/classification structure. This does need to be centralized and addressed--there should not be \$10,000+ pay differences for advisors with the same title because they happen to work for different colleges. This is where the university can "invest" in advising.

Much of any institution's success is the "invisible" work that is done. If it is done well, it is often hardly noticed, and only its absence or poor performance makes it visible. This is especially true for administrative support. As re-structuring is considered, shedding light on some of the invisible work will be helpful. I am particularly concerned that the realignment of Enterprise Information Systems (EIS) to IT may result in reorganization that will negatively impact the important services they provide. As you know, EIS is responsible for running, maintaining, upgrading and customizing the student system for Texas A&M, Texas A&M Galveston and Texas A&M Health Science Center. The backbone of the system is the Banner product by Ellucian, branded "Compass" when it went live in 2009. EIS has four main data types, which "belong" to four home departments: Admissions, Records, Financial Aid, and Accounts Receivable. EIS's work is not only to keep Banner and its many related applications running smoothly, but to help end users (departments and people) get what they need to get their jobs done. EIS typically has teams of business analysts and developers for each of the home departments. I have worked in and with TAMU student AR since before Compass replaced SIMS. This team set up has been most effective for AR in particular. In my view, EIS-AR has four main internal customers: Student Business Services (SBS - the bursar), and the University Accounting Services (UAS) units Student Accounting Services (SAS), Banking, and Tax and Compliance. I lead SAS, and we depend mightily on the reports and processes that EIS-AR develops, maintains and updates for us. EIS-AR business analysts are instrumental in translating our stated needs into working requirements because they have accounting experience and a good understanding of our myriad business processes. EIS-AR developers are also familiar with our business processes, but their expertise is technical, not accounting. They find innovative solutions to difficult and often urgent situations. As a team EIS-AR helps us process transactions in the student system (for example, banking has to meet the differing escheatment requirements for all 50 states), create financial data feeds to the finance system, put holds on student refunds if the student is in arrears with a state of Texas agency, provide demographic and financial data for state and federal reporting, provide financial transaction files for reconciling to the accounting system of record, provide and data and/or tax forms. This is but a small sampling of what the EIS-AR team does for UAS. SBS's needs are far larger, and I can assure you that the EIS-AR team is critical to meeting the needs of our students as well as internal and external entities. All of this to say: As you consider where EIS will be in the reporting structure, and how EIS itself will be structured, please be aware that our three institutions, TAMU, TAMUG and TAMUHSC, are extremely fortunate to have the kind of support that we get from EIS. This is no shortage of new work for EIS-AR, and what they do for us is essential to our success. EIS-AR may be "invisible" to the universities at large, yet their contribution is necessary and significant. I have put this same comment under both the Provost and IT, since it is proposed that EIS move from the Provost to IT.

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Veterans Service Office move to Division of Student Affairs- I highly recommend that this is not approved as part of the recommendations presented in the MGT report. To provide some context to my recommendation note regarding Veterans' Service Office (VSO), What does VSO do and why this office should not be moved under the Division of

Student Affairs. Perhaps in review of all offices under Enrollment & Academic Service consultants and others on campus staff surmised VSO as a separate office reporting to the VP of Enrollment and Academic Services and there was duplication of efforts in VSO versus Veterans Resource & Support Center (VRSC). The primary functions of VSO are to certify military educational benefits eligibility for Veterans and Dependents of Veterans based on eligibility requirements, assist with other financial resources needed to help pay for college, ensure compliance in administering the military educational benefits programs, provide the necessary reporting required in administering these programs, provide data upon request and oversight of audits for military educational benefit programs. The vast majority of military educational benefits administered by VSO are for Dependents of Veterans and not Veterans themselves. Veterans comprise a small number of students overall. (approximately 1000 Veterans and approximately 2800 Dependents of Veterans are receiving military educational benefits. The VRSC was created several years ago to remove all programming and other support services for veteran's student support from the VSO. (as noted in the MGT report the primary focus of the Division of Student Affairs is student development), I note this as the VSO has a totally different mission and purpose as noted previously. The removal of student support from VSO several years ago allowed VSO to focus on administering students with military educational benefits as well as other financial assistance, eligibility for all programs, compliance oversight for military benefits administration and required reporting. This restructure created an office which expanded programming/student development that VSO had been doing, to align with other student support in the purview of the Division of Student Affairs. VSO has a heavy emphasis on reporting and compliance. The two offices in which data is reported to are Veterans Affairs and the Texas Veterans Commission, and the Texas Higher Education Coordinating Board (THECB). Hazlewood utilization is monitored and reported several times a semester. These two entities audit SFA/VSO each year on these programs. The VRSC provides student support primarily veterans, many veterans assimilate into the general student body population of campus. VSO administered educational benefits for approximately 3000 dependents of veterans receiving military educational benefits: and approximately 1000 Veterans' receiving military educational benefits. Dependents of veterans use all the general student support systems across campus and rarely the VRSC, as they are not veterans. There is a commonality of name between the VSO and VRSC, "Veterans" in their name. They serve two very distinct functions on campus. One other pertinent point to make, VRSC and VSO campus networks and dependencies are VERY different. The VSO collaborates with EIS, Registrar, and Student Business Services on a daily basis to effectively and efficiently process military educational benefits. The established working relationships of these offices has allowed SFA to use their Banner system expertise and financial aid processing knowledge to automate for a better student and family experience as they seek the military educational benefits they have earned. Automation has allowed for rarity of visits by students and their families to the VSO to apply for and receive their benefits. We have a very small team who processes all military benefits for our campus. Benefits processing is an enrollment services function, not a student development function. Not only VSO structurally falls under SFA, as well as part of the Banner (Compass) Financial Aid module, which includes a special module for processing of the Hazlewood program as it is specific to Texas residents. All eligibility/processing/forms fall under the financial aid security structure in the System. Why VSO as part of SFA Facilitate/collaborate for professional judgment for cost of attendance increases using professional judgement that can only be done by a Financial Aid Administrator. Provide assistance with federal, state, and institutional aid programs Identify additional eligibility opportunities (emergency aid, TEXAS Grant, etc.) to maximize college financing for students who also receive military education benefits. VSO as part of SFA allows for immediate awarding for students with educational expenses without visiting yet another office. In reading the MGT report there was no reference to new Aggie One Stop which will open its doors January 2022, which will provide integrated enrollment services to all students. The Aggie One Stop will provide customer services supporting the following offices: Admissions, Registrar, Scholarships & Financial Aid, and Student Business Services, as well as military educational benefits. In moving the VSO customer service representative to the Aggie One Stop students receiving military educational benefits will have enrollment services available in one place. The remaining financial aid officers who process military educational benefits will continue to focus on administering those programs, which are very efficiently done in an already very effective system. VSO will no longer need or will have their own office or separate identity. The Financial Aid Advisors who processing military education benefits are house with the SFA team. Although the benefits processing staff will still communicate with and provide assistance to students, it need not maintain the name Veteran Services Office. Based on the information provided, I would appreciate a sincere review, thought process and decision that would maintain the military educational benefits processing and all it entails to remain under the purview of Scholarships & Financial Aid. I am available and open for additional questions regarding my recommendation.

- Student Employment from Provost I wanted to provide some clarity and understanding to



consultants and other university staff on the functions of the Student Employment Office (SEO). SEO might have been seen as a separate office under the VP of Enrollment & Academic Services which duplicative functions within Human Resource functions (HROE). SEO is within Scholarships and Financial Aid (SFA) and is responsible for oversight of student employment at TAMU. (TAMU SAP 33.99.08.M0.01) Student employees are categorized as either a student worker or a work study student (awarded federal or state financial aid funding specific for employment- for on campus or off campus employment). It is important to note that Graduate Assistants are not categorized under student employees and Graduate Assistants are not part of the scope of the SEO, all the hiring etc... for Graduate Assistants is within their respective departments. The functions of SEO are very different from what HROE or a traditional HR would offer to students and those who supervise students. SEO does not directly on-board student employee's campus wide, on boarding student employees on campus is decentralized within departments who hire students. These hiring departments handle the human resource functions to ensure the students are eligible to hire, complete of all required paperwork and facilitate Workday entry. I point this out as withing the MGT report it states "it takes too long to hire and get a student on board", this function is not handled by SEO. SEO- must verify a student is eligible for work study- the programs that are state and federally funded for the specific purpose to provide financial assistance to help pay their educational cost.

SEO- • Assist students in a detailed job search • Actively assist employers in filling positions o Promote specific job openings via Jobs for Aggies social media accounts o Assist with targeting groups of students o Advise on job postings • Coordinates and hosts an annual part-time job fair • Coordinates the Community Service Program which is required by the Federal Work Study program • Coordinates and hosts National Student Employment Week activities, including the Student Employee of the Year Awards Ceremony o Both a Campus and a Community (student not employed by TAMU) student employee of the Year are recognized • Maintain a job board for both on and off-campus positions o Texas A&M participates in the Job Location and Development Program which is funded by the Federal Work Study Program. Through this program we help identify and promote off campus employment opportunities in the local area. SEO assist approximately 10,000 students find off campus employment each year, which is important to those students who need jobs, and to the community which could not run their businesses without the TAMU students. o It is critical that students have ONE location to perform a job search, reduces the ability for missed opportunities for students and employers. Students know where to look for jobs. o SEO monitors to make sure that all required on-campus positions are posted on the job board. (enhanced student experience initiatives implemented a couple of years ago) • Provide on-demand workshops and information sessions that are relevant to the current/immediate needs of groups of student employees and supervisors. • Assist employers with the creation of job descriptions that include learning outcomes (another enhanced student experience initiatives) value added for student so they can take job skills with them as they graduate and move into their full-time careers. • Work Study funds management including federal and state compliance and reporting, working very close with accounting services and EIS/Banner for reporting data for the following: o Data for the annual required Fiscal Operations Report and Application to Participate (FISAP) reporting-required reporting for all campus based federal programs by the institution. o Data for Financial Aid Data System reporting-required yearly reporting by the State of Texas for all financial aid administered on campus (3 cycles for each campus-College Station, Galveston and HSC). o Ensure compliance of federal and state work study policies and regulations ☐ Educates hiring departments ☐ Coordinates Community Service Program ☐ Ensures Reads and Counts program meets requirements by working with College of Education • Promotion of student employment as an enhancement to their education. o Information presented at the following events ☐ New Student Conferences ☐ Fish Camp ☐ Howdy Week ☐ Aggieland Saturday ☐ Resource tables • Offer career readiness workshops specifically designed for student employees • Ensure that students receive performance reviews annually • Offer workshops specifically designed for supervisors of student employees and HR Liaisons including o Rules, Regulations and Best Practices (including work study) o Supervising students o How to utilize the Jobs for Aggies Job Board The information provided is to provide the responsibilities of the SEO, the services provided to students and supervisors, as well as the administration of federal and state work study programs, reconciliation and reporting to the federal government and state of Texas. The value SEO adds to student who work on campus, and off campus and value added to those who supervise on campus beyond traditional human resources on boarding and payroll processing. Best practices on the administration of federal and state work study programs note the combining of these functions within Scholarships & Financial Aid. There are established relationships on and off campus for work study administration. I asked that you thoughtfully consider all information presented and the recommendation to NOT remove SEO from the Scholarships & Financial Aid. I am open for any additional questions related to my recommendation.

## Provost Office - Student

Please provide your comments related to the Provost Office:

"Centralize undergraduate academic advising" As a [REDACTED] student, I can say with 100% certainty and 0% regret that our advising can't really get much worse than it is, but it seems like y'all are trying to give it a run for its money. I've quite literally written a 1400-word email to our Senior Academic Advisor about how horrible our academic advising has been the past 2-3 years. We can't get an advisor to stick around for any substantial length of time, though our current advisor has been here about a year and a half. I had high hopes – or as high as they could be – for her, but \*oh boy\* has she let those hopes crash and burn. In jet fuel. Ask any transfer student and we could make your degree plan better and quicker than she ever could. A journalism major has no business advising STEM majors, which brings me to academic realignment.

{Firstly I know each student is only regarded one response, I apologize my first response somehow erased what I had said and therefore, I completed another response. I do hope you take the time to read and take into consideration my comments.} I am not entirely sure of all the aspects of this office. However, the website mentions providing advice for new students and maintaining Aggie spirit. With that being said I really do hope the University management takes in to consideration those aspects, "new students and Aggie spirit". Throughout these comment sections I constantly mention we are all different individuals and should be allowed to express it and be respected for it. Choosing the right college for you can be a challenge, but once you find the college that best fits you, like I did with college of geosciences. You can find a family and a home you won't find anywhere else. Don't prevent future classes and current ones from finding their rightful places.

please DO NOT merge these colleges, so many organizations and sub groups within each one will not hold the same significance as they do right now and on top of that this would make texas a&m less unique as we would have more cookie cutter colleges just like other schools.

n/a

n/a

n/a

n/a

creating such a central authority and merging many colleges together will be confusing. Major mergers to the point where there are only 4 main areas would eradicate the culture and atmosphere of being at a huge institution while maintaining a department that is small enough to be comfortable.

a. The slimming down of the Provost Office seems like a good idea, but the units that were moved away and where to does not seem conducive to student academic success b. A huge part of academic success is to prepare someone for the workforce, so moving career center away from this office seems counter intuitive c. Aggie Honor System Office is very connected to academics moreso than student affairs and co-curriculars d. Education Abroad should remain central to academic success in Provost office e. VP for Research: research is largely touted as a cornerstone of this university and our academic status, and is often the reason given for why professors are employed here. Moving this away from academics raises more concerns as to why this is not being leveraged to benefit academic success for students f. Centralizing academic advising raises a lot of concern from students as many feel absolutely lost without an expert on their specific circumstances and major there to help them with actual experience in the area.

You are making diversity seem less important than anything else by lowering it on the totem pole of priorities. Centralized advising also would not work with the number of students and programs that we have. This is an all-around awful idea.

While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities,

GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

Very impressive to see this step taken and I believe it was needed to have a fresh look. Excited for Dr. Bank's to take on this new role with the university at heart in everything she does. This process may take a lot of time to restructure over the years, but I look forward to seeing the outcome and Texas A&M rise to the top!

Undergraduate advisors should stay in different colleges in order to provide specialized advice to students. Students' schedules are often highly specific, and having a "genera" advisor will not suffice to maximize opportunities.

Undergraduate academic advising should not be centralized, as it is unrealistic to expect advisors to (1) have specialized knowledge about each of the 130+ undergraduate programs of study and (2) be able to assist undergraduates, across all of the 130+ programs, in making informed academic decisions.

Under Recommendation #2, I disagree we should centralize undergraduate advising. I agree that talking to multiple departments can be stressful for the student, but I think it is a significant drawback for students like me in the College of Geosciences who know I am not just a number to my advisor. Whenever I have to re-explain my situation to someone multiple times because I might have a different advisor every time I go to an appointment, I would get pretty tired of that (if this is included in the change). I have had 3 different advisors for my undergraduate degree since freshmen year (now senior) and it has been a lot to have to re-explain to each person where I am at in my degree plan every time. I actually work for an advisor in the department, and all of her students absolutely loves her because she knows their degree plan, knows who they are because she has seen them more than once a semester, and knows who they are as a person. I have seen the good and bad when it comes to advising, and I think centralizing advising is not in the best interest for our students at A&M. When it comes to academics and my degree (the reason I am here), it is a very serious subject that should be handled delicately, and I think I have seen that from my boss with her students from a student-outsider perspective. I think centralizing many other areas on campus is a great idea such as the one-stop shop for admissions, financial aid, etc. For my academic achievements though, it is important that I have an advisor that knows my situation. My question is, will I have an advisor for all 4 years if I don't change my degree? Or will I see a different advisor each time? Advisors already have a lot on their plate for the significant amount of work they do for the school and for students on both a professional and personal level, this would prevent them from being as diligent and supportive as they are in those areas.

This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

This makes sense. I don't mind this move.

This comment is regarding the centralization of the academic advisors. As a student who has changed their major, the process is definitely long and tiring, but I don't think centralizing advising will fix this. In fact, I believe it will make it worse. I switched my major from Animal Science to Univeristy Studies Architecture, so I have experienced advising at both the College of Ag. and Life Sciences and the College of Architecture. The advising experience at the COA has been much more efficient and helpful, and I believe this is due to the college being much smaller making it easier to have a relationship with your advisor. I feel that centralizing advising would be disastrous, and make the whole process even

more confusing. Instead, I propose we create a new set of advisors specifically for switching your major. Another option could be simplifying the whole process into an online form to switch your major, and then recommends to the student where to go and who to talk to for advising on the situation.

There is not much detail in recommendation #1. It seems that a large percentage of the Provost Office is proposed to move to other division areas. There is no information regarding this impact on student success or how these changes will affect the resources and our ability to access them. Recommendation #2 concerns me as it is focused purely on changing majors instead of providing quality advising to students while they are in a specific major. The TAPS office exists to assist students in changing majors, and the current process forces students to really consider all of their decisions before switching majors. My main concern comes from "establishing centralized undergraduate advising" with a "dotted line report to each respective academic dean". This approach might hinder offices with excellent academic advisors by putting all advising in a central office. Our advisors are specialized in their respective department areas and that is what makes them successful in assisting students. Centralizing advising seems that it could limit advisors' freedom to connect with students in a personalized way.

The time line this report is executed is a little hazy. How do you justify doing "surveys" that very few people got relative to the size of the university, faculty and students, in just 3 months after becoming president at the VERY start? It doesn't make sense how "interviews" would be executed during the summer weeks right before the semester begins. Why wouldn't you execute during classes and take more time to ask the students on campus or us COSC students.

The restructuring plan for the most part does make some sense. I don't really understand why the changes need to happen, though. Unless the university expects to have its money cut in half, it should just continue to operate the same way it is otherwise the university is just cutting jobs sort of needlessly.

The restructuring looks weird, but I don't have much experience with the Provost Office to be able to formulate an effective opinion on it

The office is up to the task of meeting the useful information as expected.

The new recommendation to combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences is by far the worst recommendation that A&M has ever considered. If I wanted to be in a huge college like engineering I would have done engineering. As a student in the College of Liberal Arts, the whole point of this college is to have it more tailored to these specific majors, majors that do not relate at all to science or geoscience. I get that A&M is all about saving money and only caring about the engineering program, but this is ridiculous. A&M is already far behind with outdated majors (nothing for fashion design or graphic design are small examples to name a few) and this is just another way for A&M to dissolve its arts programs and focus on STEM. I have been an active member and officer in Liberal Arts Student Council for 3 years. This organization would completely disappear. I cannot begin to explain what this organization has done for me, it has been the only thing keeping me from transferring to a different college. This organization is tailored to Liberal Arts majors and minors, but we have a diverse range of students and even have some in STEM who have wanted to find something different from this college and have found more support in the smaller College of Liberal Arts. We bring speakers in that have degrees in different majors of Liberal Arts, and they often give our members guidance about options after graduation. Adding in the college of sciences and geosciences to this does not make sense. I know this decision is about money, and I am sure it is being overlooked at how budget cuts would probably put students and professors out of jobs. Disappointed in A&M, as usual.

The idea of centralizing academic advising is probably one of the worst thought out and researched plans in this entire feedback report. If TAMU was to centralize Academic Advising this would be a disservice to the departments, students, faculty, and staff. The main reason listed for this change was to help students who are changing majors- anyone who has spent any time at all in an advising office knows that Change of major decisions are a tiny fraction of all the work that advisors do. Centralizing all academic advisors in 1 area would inhibit their ability to function well within their department, and it would put strain on students needing to go to advising meetings. Right now, my advisors are in the same building that majority of my classes are in. If I need to speak with an advisor, I simply go upstairs. I also have experience working in a TAMU advising office as a student worker, and I have seen first hand the amount of work and collaboration that goes into day to day meetings within the advising department.

The decentralization of the provost office does perhaps increase efficiency by facilitating each individual branch to focus solely on task that directly impact their mission. I feel that such decentralization, however, also innately might lead to red tape when seeking to enact decisions given that such decisions will likely be reviewed by groups who had no say in them. If measures are taken which confide power to these individual groups while also insuring a strong means of



checks and balances to important decisions, the reorganization could be beneficial.

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The centralization of undergraduate academic advising is a dire mistake. While the current processes are far from perfect, removing advisors within the individual colleges or departments would be doing students an extreme disservice. Academic advisors do more than just initiate paperwork processes, they contribute significantly to one's education and are especially skilled in mentoring students on what to do with their degrees and relevant coursework upon graduation. By taking away another avenue for students to discuss academic plans and express concerns about their courses to a knowledgeable individual, the university would thereby be placing a larger barrier between students and their success.

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The career center should be maintained as a separate entity from the student affairs building but may be allowed to work under its departmental authority. The Institute of Neuroscience should be maintained separately. Do not centralize undergraduate advising but rather make the process clearer for moving majors by publishing a list of requirements that must be met on howdy and a check off once it's been fulfilled. This can be done through programming. Centralizing advising will increase student confusion with their major and prevent students from getting an understanding of what blocks occur in their major.

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The Provost Office in place is very effective and has personally helped me tremendously. For example, my department specifically provided me with the things I needed or was able to direct me to someone on campus, in times of need. Although it can be viewed as not the most effective system, it is still effective. Why alter something or attempt to fix it, if it is not broken or is not in desperate need of fixing?

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The College of Science SHOULD NOT be consolidated with the college of Arts.

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The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

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TAMU should stay and operate the same. No changes.

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TAMU needs to ensure decision making does not become too centralized. This is true for major decisions as well in which all colleges, students, former students, faculty, staff, etc. should have a say.

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Student Employment should be retained in the Provost's office, as the intersection of academic and career in student employees is so unique that it requires academic oversight and not simply HR, as the management of the student worker program could become more focused on work rather than studenthood. Diversity and Inclusion should not be moved out of the Provost's office. Diversity and academics are closely tied and indeed to be successful in DEI it has to be woven in, not shuttled to a collaborations department as an afterthought for special events. Inclusion needs to be centered and part of the process, not tacked on at the end for performative goodwill. Centralizing academic advising is a good step, but it must be done with care. It is certainly true that our high turnover and low standards for academic advisors pose challenges for students. The way to fix this is by having stronger centralized training programs yes, but it is equally if not more important to ensure that advisors have technical expertise in their field. Advisors should serve with a career focus and industry experience, not be given a copy of the course catalog and degree plan without context as to what these courses will teach students and how specific courses connect to careers. An advisor should be trained by the university and follow their set procedures, but should have that specialized devotion to their department.

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Strongly disagree with centralizing advising. Currently each advisor is an expert in their field for their major it is nice to talk to someone who knows your degree plan inside out instead of talking to an advisor who may not be familiar with it at all especially for people like myself in a smaller major.

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Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

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So why are USAR students considered unqualified and a distraction to the COA? It is a university studies of ARCHITECTURE degree so I don't see why it should be moved out of that college. Also all of the current seniors who have spent the last 4 years working on a USAR degree, myself included, are not being taken into consideration. The first sentence of rationale 9a is incredibly offensive and discredits all the work that every USAR Aggie has done to get to this point. If it is not broken don't fix it. Landscape architecture and architecture students are not being distracted by us, as we are in completely different classes. This proposed change is unnecessary and backhanded.

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Reorganizing the office of the provost will require excessive costs to simply change reporting structure, yielding no benefits to students. Centralizing undergraduate advising will create a multitude of incompetent advisors, as seen by

the general engineering advisors. Known as some of the worst academic advisors on campus, the requirement to know the standards of each department leads to them knowing the standards of no departments.

Recommendation number two states that academic advising should be centralized. From experience with the TAP Program I can say that this does not work. With so many students and disciplines at Texas A&M advisors need to be specific to the college or advising becomes chaotic and unorganized.

Please don't do the plan. It's not a good plan. We don't like the plan.

Please don't change anything.

Personally, I have mixed opinions on the idea of a centralized academic advising at TAMU. From my own experience, the current quality of advising at Texas A&M is very dependent on what major a student has. When I was a psychology major, my academic advisors were not good; they were unhelpful and approached me in a way that made me feel like I was bothersome and annoying for asking them a question. As an English major, my academic advisors have been amazing and are always incredibly helpful. If centralized academic advising would improve the current quality issues with academic advising then I think it's a great idea.

PLEASE DO NOT MERGE POLITICAL SCIENCE AND THE BUSH SCHOOL. I AM A PROUD BUSH SCHOOL AND AGGIE AND I WANT THE BUSH SCHOOL TO REMAIN INDEPENDENT. IT WOULD DISAPPOINT AS A FORMER STUDENT TO SEE THE BUSH SCHOOL NOT STANDING SEPARATE. It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

Overall the report seemed to be very forced and one sided to be completely honest. The university that we were compared against did not make sense. The insinuation that the biology is underperforming giving the large grants and continues enrollment of the graduate program as well as undergraduates in comparison to the rate of graduation within the major is quite representative of how well the program is doing. I thin there has to be some reanalyzing of the information and data that was used agains the biology program. Really its not a representation of how well the biology department treats, and educates its students which is the main concern here. As a graduate student i learn from great professors that go the extra mile, that share their knowledge and that work with me. The fact that were a stand alone department grants us the students the accessibility and clarity to reach out and know exactly what is going on.

Option 2 is the best option in my opinion. We had a similar option at Arkansas State University, it allows those who aren't sure gain a better understanding on what to pick or discover what they would like to be educated on a lot faster.

One of the main objectives given in the report to reform the Provost Office is to centralize academic advising. While the goal would be to allow advisors to better support and connect with their students, this would likely have the opposite effect. Being in the College of Geosciences, I have the benefit of having an Academic Advisor that does not have as many students to manage given how small the current college is as a whole; this allows her to build closer, more personal relationships with her students as opposed to viewing us as "numbers" in a large sum of students. If centralized advising were to be implemented, my fellow Geoscience majors would lose that close personal mentor as she would now have a much larger group of students to manage and could no longer offer that connection to us as individuals, affecting not only us but future Aggies as well, who would lose a valuable mentor figure. If the goal is to better assist students with navigating through their major, centralized advising would likely be more of a hindrance given how it weakens the possibility of a closer personal advisor in favor of one advisor managing a greater number of students. In my opinion, a better solution would be to hire more advisors so the current board do not have to take on so many more students, thus giving more Aggies the chance of building those close mentor relationships rather than losing them with spreading advisors too thin.

None, agree with the MTG Report.

None

None
None
None
None
No comment
NA
N/a
N/A
N/A
N/A
N/A
N/A
N/A
N/A
N/A
N/A
N/A
N/A
N/A

My concerns with the Provost Office is related to rationale #2. As a student, I have had nothing but good experiences with my advisors. This is in both the College of Engineering, as well as the College of Architecture. If the goal is accommodate for students who have had bad experience in their college, would this problem not expand to students in other colleges?

Most recommendations seem obvious, and I do not know why we were not doing this before.

L

Just remember you are representing the Texas A&M University, you have to adhere to the values, ethics and views of the University’ current students and Alumni. Not the other way around. You’re not representing the University of Texas or any of their systems....

In relation to the Provost Office findings I find Recommendation 1 to be a logical and helpful change. Recommendation 2 I do not think would be beneficial to the students of A&M. The student body is too large to centralize the advising. Already the advising for individual majors is so backed up and unhelpful, having only one team to understand every major would not be affective.

In regards to Recommendation #2, Centralize undergraduate academic advising: This section is entirely too vague. While it sounds

In my experience, small departments benefit from having close and immediate access to undergraduate academic advising. The decentralized structure actually helps build relationships with the department's undergraduate academic advisors, and the physical proximity of their offices promotes communication between students and advisors. The difficulty of changing majors seems like a strange objection to the current setup in advising. I strongly considered double-majoring for a time, and the people I know who have changed their majors find it surprisingly easy. The five supposedly daunting steps can easily be done within a single day. Finally, while I have enjoyed the privilege of easily-

accessible advisors who are supremely knowledgeable about my department, I often hear strong complaints about the advising setup of the College of Engineering, which seems much more centralized than the College of Science. The centralization (and the sheer number of students that each advisor must help) seems to have a detrimental effect on the communication between students and advisors. I have found it better to have decentralized advising with robust methods of communication between them.

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In different as long as they aren't liberal

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If you value the integrity of your school, and want to improve the organization, I suggest that you demote the [REDACTED]. She lacks organization. She enjoys being a sadist. She spontaneously loves to give sudden deadlines or makes changes to the syllabus without sufficient notice. She doesn't tell the TA's in advance as to what is needed during the beginning of the semester as far as due dates, how assignments are to be collected, etc. I highly doubt you will fire her because she is married to [REDACTED]. If she has won awards, it is the faculty that nominates her, and not the students/TAs. I ask that you force her to change her organization. It is a disgrace that she has a decade working at Texas A&M, and she successfully demotivate students from pursuing Chemistry. The only concern for her is safety, which is good, but she doesn't care about anything else. She devalues and threatens students/TAs. In any other state, this is harassment, and can lead to termination.

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If this is the one about giving the president more power and responsibilities then I disagree. This country was founded on limited power and letting the people, in our case the students, be in charge and not the president.

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If centralized advising is added, it should not replace department-specific advising. Even at just the college level, my experience with general engineering advisors was significantly less useful than those located in the Computer Science department (where my degree is located). While common advising might help with major changes or general questions, these advisors would not know enough about specific degree plans to be of much help with major-specific advising.

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I would not like for there to be centralized advising. I think because our counselors are close to us and are in the building they have a better understanding of what is going on and can have a better perspective on how to help us.

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I would like to be able to change my name - remotely without sending the original documents.

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I would agree that to an extent the reorganization of the provost office should be done. There are too many people in power controlling and changing things that in my opinion they do not have knowledge of and therefore have no business controlling or changing anything. Most importantly however, is the recommendation to consolidate advising at the university level. I CANNOT stress enough how much of a colossal mistake this would be. As a student who is in a small major, the role of advisors have been crucial in my development as a student. Working closely with advisors who have detailed knowledge of my degree and have connections with other advisors has helped me numerous times. The investment that each advisor is able to make in the individual student because they are part of a single department and college means that they can make appropriate and timely decisions on a case by case basis. My connection to my advisors has been one of the best parts of my time at A&M and without them I would not have been able to be successful in the way I have been so far. So, once again I will say that restructuring the advisors (I already heavily disagree with how they have recently been restructured) would be a devastating mistake and if it is done I feel that it would greatly damage one of the best aspects of A&M. I know that as someone who will soon become a former student, I would be very disappointed if this change was implemented as I feel it would lower the quality of the education and experience of A&M as a whole. Additionally, I would be less likely to donate as a former student if this change was implemented. As a student who interacts with many departments through two majors and minor, I can say that the rationale the consolidating the advising staff to make changing majors easier is, to put it kindly, bogus. Working with several advisors, specific to each of their departments is not complicated and instead provides all the more support for making educational decisions.

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I worry that centralized academic advising would lead to advisors not actually having the specific knowledge to help each student.

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I will say I don't think much would change by moving USAR out of the college of architecture because I don't think they do any type of studio projects, but if Viz and Construction Science get moved out, I don't think that would be in their favor. The dept. of Visualization, while leaning more towards an art degree, are still designing virtual worlds. Because design is so heavy in their projects and studios, I think it would be beneficial for them to stay in the college of architecture along with their fellow design majors. Having other design majors (ENDS and Landscape) to bounce ideas/



perspectives off of besides people in their own studio can be really helpful and we definitely have learned a lot from each other over the years that I've attended this school. Construction Science I think also benefits by staying in our college so they learn to have an eye for design AND structural stability. I've heard professors in class tell us time and time again that engineers don't have an eye for design, and by us (the architects) knowing how to do some of the engineer's job, we can prevent our design being ruined by, for instance, a column being placed in the middle of an open room. If we move the construction science majors to a more engineering-heavy school, their attention to design will diminish, and because they're the first one's in contact with architects, I think that would hurt the communication/ understanding between the two when it comes to working together in the future. Thanks for listening to everyone's feedback!!

I was not able to read the report in full, but I for a fact do not agree with centralized advising. Part of the reason why I love being a member of Mays so much is that we have killer advisors. The notion of receiving an advisor at random who knows little to nothing about the programs, opportunities, and people that participate in them is honestly alarming to me. I would much rather keep my current, AWESOME advisors, even if that does mean other majors are still stuck with less effective ones. We fought to be in that college, and we deserve the rewards for that effort. I stand very firmly on this, as do many of my direct classmates.

I think this is a bad idea. The departments have relatively little in common, and it will introduce a lot of issues for geoscience students.

I think the provost is always helpful just because of the important emails they send out.

I think the new organization would increase productivity and organization. I agree with Finding 1. As a previous undergrad at A&M who not only switched majors but also switched campuses from Galveston to college station, I can tell you this change would be a nightmare for me. It is hard enough to get into advising when you are just competing with your department. If undergrad advising was centralized, 1. you would be unable to establish a relationship with your advisor. 2. you would have to compete with the whole university to get an appointment. 3. You would be dealing with advisors who are not intimate with the classes you would plan on taking and cannot give you the best pathway to success. I highly oppose finding 2 and the proposed change. For finding 3, there is so many things that need attention on this campus, why would I want my tuition money going towards institutions outside of the university. I strongly oppose this change as well.

I think that creating centralized advising is a terrible idea for the university, but I think it has some silver linings for the students. It takes advisors a while to get to know their departments. I am a meteorology student, and we've had 3 advisor changes since I started school here. The most recent advisor is starting to become familiar with the classes, but the previous 2 simply didn't have time to get to know us or our needs. Centralized advising will be exactly this--the advisors won't know the students or their needs. However, I think this could be a good thing--advising will be so bad that no student will seek it. Overall I think mandatory advising is unnecessary, if a student knows what they're doing, they shouldn't be forced to be hand-held through the registration process. I think a good compromise would be to allow students to choose to get advising if they want or choose to not be advised, or be advised by faculty they are close with.

I think moving COSC to engineering isn't the best idea for the COA. It would minimize if not stop the ENDS and COSC students working together on some projects. Funding for the COA would dramatically decrease which could be fatal to the other departments in the college. It would make more sense to keep Construction Science under the COA. As for Viz I think they also bring a lot to the college but I don't think it would impact the college as much if they left.

I think centralizing advising would be beneficial to larger majors but for smaller majors it could have negative impacts

I support a decrease in staff positions in the Provost Office.

I strongly disagree with decentralizing undergraduate advising. Advising in individual colleges is already not that great. Thankfully I've had good advising from the two colleges I've been in (Geosciences and now Mays Business school), but so many of the other advisors I've went to for help or advise (especially when transferring into Mays) were not great at advising. I know a lot of other friends of mine deal with very incompetent advisors. Many know very little about classes, professors, careers, etc. Many actually didn't want to help me at all and I had to deal with a lot of really rude advisors when I first tried to get into Mays. However, that being said, I think centralizing advising is absolutely the worst way possible to fix this problem. Advising itself needs an overhaul but combing all undergraduate advising to be one combined effort across campus is a disaster waiting to happen. You think students are confused about how to change

their major (which honestly, it's not that difficult), just wait until you've centralized tens of thousands of undergrads into one advising system and see how efficient it'll be. (it won't) The report mentioned multiple times grievances with TAMU's demographics: student population not representing Texas as a whole... So??????? What would TAMU do to fix this? Lower standards like SAT scores for Blacks and Hispanics? Choose to accept more Blacks and Hispanics over Whites and Asian based purely off of skin color and the need to have some be "represented more"? Exclude Asians and Whites from scholarships because of race? Because these are all blatantly discriminatory to ALL races! Lowering standards for some people because of race or denying someone a scholarship because of race is straight up racist. TAMU if you care about your students at all stop allowing affirmative action to divide students on campus. Focus on accepting students based off of academic and moral integrity as well as their involvement in their schools, community, etc. Even if they were disadvantaged in high school somehow, offer them support don't lower the bar for them and treat them like they are stupid and need a handicap to get into college. Treat all students equally.

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I strongly disagree that undergraduate academic advising should be centralized. While it would benefit those who wish to change majors, it would significantly negatively impact the majority of students. Centralized advising would be overwhelming, paired with a lack of specificity and detail. When approaching an advisor, I wish to gain specific information about my college, not general thoughts about Texas A&M as a whole.

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I strongly believe that "Recommendation #2 Centralize undergraduate academic advising" is not going to benefit the students of Texas A&M University. Each college was established for the reason of providing specialized teaching and advising for the respective field group. Each college should keep their specialized advisors who know the courses that they plan with and assign to students, and the professors who teach the course content. It does not make sense to have generalized advisors who barely know the courses and professors they plan with and assign to students. Thus, the quality of advising would decline which is not something the university should want. I agree there should be a universal set of responsibilities for advisors across the university for accountability of undergraduate academic advisors, but that requires a centralized set of rules that they must adhere to and actions that they are authorized to do. Equal responsibilities would lead to streamlined advising and position titles and salaries that are balanced across campus, not eliminating specialized advisors across the university. Creating a portal for advisors to collaborate through would improve their effectiveness.

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I love the proposed realignment.

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I like the updates on the programs offered by Texas A&M.

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I like the idea of consolidating the Provost Office so that they are better able to focus their attention on specific areas. The newly proposed structure seems more organized and facilitated, with everyone knowing who to go to for a higher opinion.

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I like the idea of centralizing academic advising! I've heard of multiple BIMS majors who have been told contradictory information for their degree. For example, two PA schools do NOT accept the anatomy & physiology of BIMS. When a girl asked one advisor if she could take the A&P from the bio department instead of the BIMS A&P, they said she could. However, when it came time to sign up, the next advisor told her she couldn't do that unless she wanted to take it as an elective. I know another girl where the same thing happened when she couldn't get into genetics. I've personally experienced the advisors telling us different things, so I thinking centralizing academic advising would be beneficial if they could all get with the program.

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I like how covid is being handled

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I kindly prompt you to accept all recommendations. Your office ought to improve.

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I have the highest regard for the provost office and for the support of the entirety of its work and service.

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I had no idea the Provost office had such a vast oversight in so many areas, I agree it should be condensed while responsibilities are ciphered off to other departments or new ones.

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I feel that the academic advising overhaul may be shortsighted. For freshmen and maybe sophomore students a centralized general advising center would likely be very useful. However, for junior/senior students who are set in their department, a centralized advising system is likely to hamper their progress. There are so many programs and to have an advisor be expected to understand and be able to intelligently guide someone through the specifics of each program does not seem realistic. At the graduate level I can tell you already that the centralized advising is a disaster. The

advisors simply cannot keep up with the multiple programs across multiple departments - it forces the students to have to search out answers that our old advisors were able to help us with without any effort on their part.

I feel that consolidating undergraduate advising, while it potentially could streamline the process, would remove the benefits of having an specific advisor for each department. My experience with my advisor has been exceptional, largely because of the personal approach that is taken because she works solely with our department.

I don't think they addressed the issues happening in the Provost office. If something is happening in the world where other university presidents are speaking up, ours is always silent. The provost doesn't seem to be actually speaking for the students, but is carefully trying to talk to donors and old ags that are not affected by the actual change.

I don't really have any comments here other than to say that centralizing academic advising could be worse than what is already here. Students I know have had issues trying to get an advisor that is shared with multiple departments. Centralizing could make problems like this worse.

I do not support the idea of completely centralizing academic advising. It is important that academic advisors that are specialized in their specific departments/majors. Advisors are supposed to know the most about a specific major's requirements, resources, and other academic opportunities related to the degree program. By centralizing advising, it will make it more difficult for advisors to serve students at their full potential as they will not be able to know every single degree plan requirement for all majors. Having an advisor that knows your major requirements like the back of their hand really makes the student academic advising experience more personalized, focused, and productive. I do agree that there is a need to have better routes of communication between advising offices to help improve the process of switching majors, but fully centralizing advising would only hurt the student experience. My advisor, Mrs. LeAnn Hague, in the Soil and Crop Sciences Department is amazing because she actually knows the students and the department well. Recently she and one other advisor has had to take on the responsibility of advising students from two additional departments. This has increased her workload severely and she is still in the process of understanding the degree plans of the two other majors so she can best advise the new students she works with now. Seeing Mrs. Hague working through this challenging transition makes me worried about the type of unnecessary stress and burden a fully centralized advising system would put on our academic advisors.

I do not believe that centralizing undergraduate academic advising would result in increased student success. As a student in a smaller major, it is vital that my advisors understand the struggles that my peers and I undergo during registration, taking courses specific to the tracks offered by the department (which are constantly changing), and working with us to determine which electives can be utilized for certain requirements (as many of us have minors in a wide variety of areas). Centralizing the academic advising would result in the loss of opportunities for my peers and I to tailor our degree plans to our specific needs and career paths.

I disagree with the recommendation to centralize academic advising. I can understand the rationale that it would significantly reduce the number of advising offices necessary on campus, but I also feel that the advisors dedicated to each College have an in-depth understanding of course requirements based on each major. This is something that I truly don't think could be accomplished if undergraduate advising was centralized across the student body.

I believe there's merit to both the current system of advising, as well as a more general advising system. As things stand currently, advisors can serve as "experts" in their departments and provide students with more department-specific advise ("what is this class like?", "Who should I take this class with?", "Does this work well with what I want to do moving forward?"). In a system with more general advisors, this expertise could quickly be lost and advisors could potentially be less helpful when students ask more department specific questions. The positive side of moving to more general advisors seems to be that if/when a student decides they want to change majors, the advising process can still continue. There may be less hoops to jump through and a student may still be able to keep their previous advisor.

I believe that the current advisors for specific colleges are specialists for that college and it does not make much sense to bunch them all up under one category. Students trying to change majors should have a more streamlined process, but that solution shouldn't have to require centralizing all of advising. Putting data and research in the care of finance also does not make much sense. I feel that this would limit data and research and put them under the authority of people that don't fully understand their needs.

I believe that the Department of Construction Science should stay in the College of Architecture in respect to field operations. In field operations COSC majors communicate more with architects than engineers. Furthermore the department of Construction Science is based on the management practices that go along with construction rather than the designing process.

I believe that recommendation #2 to centralize undergraduate advising is a poor decision. I believe that doing so would make the quality of the advising low, and the accessibility lacking as well. Rationale 2 seems like a very insensible reasoning for such a drastic change to the university structure and to student academic resources.

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I believe that a lot more effort and funding need to be focused toward the higher education center at McAllen. It has been 4 years with the building being open and we are running into space issues as well as there is no where to study.

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I believe off-loading the provost office to individual departments will be successful.

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I am extremely against this potential shift. If we are looking to restructure the Provost office, this restructuring offer would be absolutely chaotic and way too far off the beaten path. This is too large of a single shift to be productive and efficient. More people associated with the university would get confused and annoyed with this than feel its positivity.

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I am currently an MFA student in the Department of Visualization, College of Architecture. I totally agree with the suggestions provided in the report. The department of Visualization currently has two graduate programs: 1) Master of Science and Master of Fine Arts. However, the curriculum is skewed towards the Master of Science program such that there are only one or two courses for Master of Fine Arts. Only a few, such as Dr. Felice House, and a few others can teach MFA students. Most of the faculty members major in computer science, math, and animation. As an MFA student, for me and other future students, we need to take computer graphics and programming, such as Python. We don't have any courses such as studio design, color theory, painting, etc. I've first entered this program expecting that there are more resources for MFA but now I don't get why they maintain the MFA program. Professors who do computer science and entertainment thereby have power internally, so things will not change without revision suggested by the report.

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I am a student in the Political Science Department. I love the idea of merging it under the Bush School of government. My feedback is that I would love that it be done soon enough so that my degree can reflect that it is with the Bush School rather than under the College of Liberal Arts. Thank you!

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I agree with the reorganization

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I agree with the findings of MGT and their comments related to the Provost Office. Decentralizing the different offices will allow the workflow to be more efficient.

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I agree with the assessment. I am a former student, a former employee and now a current student as I seek my 2nd Master's degree. Over the past 20 years, the Provost office began to take and assert more power over other areas of campus. This includes areas of IT and some academic areas.

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I agree that the Provost's office should focus more on academic success. I also think there should be much more attention paid to cheating. As a graduate student with many friends who teach, there does not seem to be enough attention or support given to teachers to combat cheating.

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Howdy, My name is [REDACTED], and I am a member of the Aggie Class of 2024. I am also a proud student in the Construction Science Department. I would like to provide my feedback in this report about the proposed changes that have been discussed in the MGT report. When thinking about the proposed move of the Department of Construction Science I had a lot of questions as I know several of my classmates had. Would Construction Science become an engineering tract, would we be able to keep all our professors (including those without PhDs), would our head of department change? My classmates and I have been discussing our thoughts on the report circulating back to these and other questions. When I first opened the MGT report and started reading about the changes proposed to Construction Science I was shocked to see how little of the article was dedicated to supporting the conclusions drawn. I was also shocked to see how many students were listed as respondents in the first pages of the report. Out of 500,000 people, only roughly 1,000 students had a voice in this report. Furthermore, I do not know of one Construction Science student who was interviewed in the preliminary survey. How can this be? When thinking about this topic, I thought about what it means to be a student at Texas A&M. I thought of our core values: Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service. How does this report fulfill any of these values for COSC students? I have felt betrayed over the last few days with the lack of information and transparency that has been afforded to my classmates and myself. We are proud to be Aggie students. We are proud to be in our department. I came to A&M not to blow off and waste four years of my life, but because I wanted to do something with my life. Construction Science has thus far exceeded my wishes in all ways pertinent to my desire to be a Contractor. I have felt the value of my education in ways I know other students at different Universities and Colleges know nothing of. I have seen the application of my skills readily in my life, and I have grown to appreciate even more than ever the Aggie network and its spirit. How does the proposed move value the Leadership exhibited by professors who might lose their jobs if the change happens? How does the change exhibit

Loyalty to students who might find themselves in a forced change of major after working for years for their degree? How does this move value Selfless Service to the students of the Construction Science program who came to Texas A&M expecting to receive what was offered from the program? And how does this move represent Integrity when many students have voiced the concern that COSC numbers are simply needed for the Engineering program 25 by 2025? "The primary mission of the Department of Construction Science is to prepare students for successful careers and future leadership roles in construction and construction-related industries." I have seen this mission at work in my own education while here at Texas A&M. "In our department, we treat students like family." I have been thoroughly pleased with the Department of Construction Science and the skills I have been taught thus far. The program has aimed to prepare me for the workforce and to exemplify the Aggie Core Values. It is true that the program is equal to none. The sheer size of companies who are so readily willing to hire Aggie Construction Science students reinforces this point. I mean no disrespect to engineers or the College of Engineering, but the parts that have been so far the least helpful for the development of my skill set have been those classes in my major that most resemble engineering classes. That is not what my classmates and I came here to learn. The report said, "Moving the Department of Construction Science to the College of Engineering will enhance the educational experience and research potential for faculty and students in both organizations." I, personally, and a large portion of Construction Science students cannot see that being the case. Please take this into serious consideration. Thank you.

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Howdy, My comments towards the report on Construction Science changed to the Engineering department. Why is there a need to change? Is this a business move? I know that changing the Construction Science program would bring the engineering department more money. Being that we have a big program and it is a popular degree. As a first-generation student, I am concerned is that engineering tuition is more expensive than architecture. Why is there a need for a change when we have an excellent program? Truly the faculty is amazing, experienced in the construction industry I don't think engineer professors have the experience of real-world application as Cosci professors do. The curriculum now prepares us to be ready for the Real-world in construction and management. There is no need to go forward with this recommendation. If this recommendation proceeds. A question to ask yourself. Do you care about the students at Texas A&M or do you care about the increase in money it will bring to this institution or more specific to engineering? Honestly, I do not really even know what this office does. There is little communication with the student body on which office runs what, and who should be contacted if higher powers than specific buildings (Disability Resources, Housing, etc.). Likewise, there is little chance for student input on changing processes, and even less ability to effect or influence proposed changes.

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Hi there! I believe the USAR program still receives the least amount of attention I. And the program already needs to be more organized as I feel most of us in that major are not able to even take classes to prepare for their career. The major is advertised as a way to make your own degree plan which is a great concept but you might have already heard about the problems with our major. Also taking usar out of architecture and having to get my degree in arts and sciences and not architecture is still not fair for the many who are enrolled. If this does go on, I would like it atleast implemented for the students coming in for the semester onward and not for us students who are already in the program.

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Having advisors within my department is essential in helping me place trust in someone else regarding decisions within my life. I could not expect a general advisor to give me advice on my specific major and career goals. Having my department advisor that is able to keep track of my progress is important to me.

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Good.

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Good plan, it needs to be reduced.

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Good

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Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

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For Recommendation #2 Centralize undergraduate academic advising - On its face, centralizing advising to one location seems as if it would make advising easier and the process of changing majors less complex. However, removing advisors

from their respective colleges/departments will have the opposite effect. The advisor is currently in position to be the most familiar with the colleges/departments and the specific requirements for majors and minors as well as the courses currently offered or that will be offered in future semesters. It can already be difficult to have students meet regularly with advisors, having them in the same place as most of their majors classes makes it easy for students to meet with the advisors. This greatly increases accessibility to advising. Speaking specifically for the Department of Geology & Geophysics, our advisor is readily available for students and can meet with them between classes. The G&G advisor knows the class schedule and the degree requirements and can quickly solve student issues. Moving to a centralized location would destroy the close relationships that have been fostered and lengthen the time that it takes to correctly advise students. As a Graduate Assistant Lecturer, it has been extremely beneficial to have the advisor in the G&G building when I have questions about student progress. Our advisor has cultivated relationships with other advisors and can check on non-majors who are struggling in my courses. The ability for advisors to know their students makes it easy to check-up on them and ensure student success. If the goal of the Provost Office is to ensure student success, then installing advisors in the middle of the departments and colleges where they are working is far more valuable than locking them away in a remote advisor-only office that students will only begrudgingly visit. Diminishing accessibility to advisors will diminish student success.

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Don't combine liberal arts and sciences

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Don't centralize the academic advisors, they're already ineffective enough. Getting a bunch of general advisors who don't know the ins and outs of each major is absolutely not helpful.

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Don't have any.

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Don't centralize academic advising. I believe that would be a disservice to the advisors and students alike.

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Don't centralize Undergraduate Academic Advising. Changing majors is only 5 steps, and students are in full contact with their advisors. It also makes sense to keep an advisor for a specific department; it's efficient for advisors to specialize in the knowledge of a specific major instead of learning about all majors.

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Do not under any circumstance think that mandating vaccination for students and staff will be acceptable. I, along with other students, will use every tool available to fight back in the court of law. Individual health is NOT the responsibility of the university or any government. It is only the business of the individual. COVID-19 vaccines do not prevent transmission or acquisition of the virus. So, the notion of protecting other people's health by getting vaccinated is ludicrous to say the least. The constitution, Texas education code, Americans with disabilities act, and the American civil rights act, among others, are on the side of individual bodily autonomy. I trust that the university will make the right decision and not attempt anything unconstitutional.

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Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

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Division of responsibilities is always a good idea

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Diversity and Inclusion should be elevated and report directly to president and NOT to VP for Academic and Strategic Collaborations.

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Dismantling the college of architecture and others will cause a huge change of tradition that will cause alumni to distance themselves from the university, and will deter people from wanting to attend this university. The report has many areas that are not wanted or needed.

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Department advisors are a gift to the students. They are uniquely positioned to understand the particular struggles that students of a given program may face. I would like to highlight the case of Suzanne Rosser, from the Department of Geology & Geophysics. Ms. Rosser has implemented a course called GEOL 180 which helps freshmen get to know each other, the professors, and basic life skills. Every single student in that department owes her countless debts of gratitude for helping us understand the class registration process, how to manage our time well, and how to navigate other challenges. When several of our classes whipped our behinds, it was Ms. Rosser who figured out that the profs had actually violated academic policies with their approach, and helped us report it to the appropriate person. When I became president of a student org which COVID had left in shambles, Ms. Rosser was a lifeline to the entire officer team, and even went out of her way to brainstorm solutions we hadn't even asked for. I support finding ways to make the change-of-major process easier, but you must understand that advisors have countless other roles, and we, as students, depend on having advisors who know how to help us.

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DO NOT CENTRALIZE ACADEMIC ADVISING. This would make the already lacking advising by specialists who are supposed know about your degree plan, even worse.

DISCONTENT with Recommendation #2: Academic advisors should NOT be centralized among colleges. There are many smaller departments within colleges that have super specific degree requirements that the respective departmental advisors have the best knowledge of. These advisors provide their best insight, as their knowledge is specialized to specific departments. By centralizing academic advisors, this will be a detriment to both students and advisors as students will not get the specialized knowledge for their degree plan that they need and DESERVE, and advisors will be forced to know a little about a lot of departments rather than a lot about a single department, which would result in more student questions being unable to be answered. Students deserve advisors with the best knowledge of their degree and advisors who can help keep them on the right track for success and graduation on time.

Covid-19 has been handled well.

Construction Science is a unique field that does not belong in the College of Engineering. Construction needs all the business classes as most of us will go onto to control construction project finances. Also, most of the structure classes we have now are way too advanced for even the jobs we enter. Engineering classes will provide absolutely no benefit to Construction students entering the general contracting world. The college of engineering and what Construction Science teaches are two separate things that should not be included together. Engineers job and construction do not mix even on a jobsite as engineers don't build actual buildings, construction guys are the ones on the job building buildings.

Concur with report, especially recommendations related to reorganizing/centralizing advising services. This would dramatically simplify the overall advising process.

Centralizing undergraduate student advising would make it more difficult for advisors and students to actually navigate through their major. This would not be in the best interest of the students.

Centralizing undergraduate student advising may indeed help with cross-department communications, but do not let it be at the expense of the advisor's knowledge of their specific department for which they advise. There are already so many ins and outs of navigating an undergraduate degree that the advisors can hardly keep up just for one department. It would not be feasible for an ENGR advisor to advise third year MEEN students as well as AERO students. A unified system may be called for, but having advisors answer to a single department is an effective way to keep them beholden to the people for whom they serve and work for.

Centralizing undergraduate academic advising would potentially be good for advisors but bad for the departments. Academic advisors currently perform a multitude of tasks for departments that are not directly related to advising students. I do not think centralizing undergraduate advising will ultimately save the University money because more staff positions will need be created in departments because of the immense labor (that is often underpaid and underappreciated and sometimes unethical) that undergraduate advisors do for their departments. These positions are also going to largely affect women and people of color since this is a pink collar position in the University. If diversity is an actual concern for the University, staff need to be considered and taken care of in addition to students.

Centralizing undergraduate academic advising would help students who may have double majors or multiple minors in different colleges and are required to meet with different advisors as a result. Centralizing this service would not only help these students but also provide a great opportunity for students to easily talk to advisors about different majors/minors.

Centralizing the advising for students will only be helpful if the advisors remain well educated with the specific majors they advise. In my experience, my advisors have not been very helpful with my questions due to not being familiar with the degree plan. If the advising is made centralized, the advisors need to maintain knowledge of specific requirements for the majors they are assigned to.

Centralizing academic advising would be detrimental to the meteorology department as well. We have dealt with first-hand having an advisor that doesn't know what they are doing, and it sets people back at least a year most of the time. A lot our classes are only offered in the spring or fall semester so if a student is unable to get into a particular class, or they were not told which course they need to take for that semester, they are automatically behind a whole year since those courses are prerequisites for the others. As a senior, I have had a total of 3 different academic advisors, since the turnover rate for that position is high. So I have witnessed what it would actually be like to have someone try and tell you how to work your schedule who has no idea what they are talking about. Meteorology is very specialized, and a centralized advisor would not know the proper recommendation for coursework.

Centralizing academic advising would be detrimental to the current and future student body. I say this with confidence as a former undergraduate student, former employee of the Department of Biology Advising, and current medical student. The worst parts of A&M tend to be related to its size. For example, it is near impossible to get quick financial advice because of its centralized structure. Every student has to get in line for the same department, which fails to provide any information specific to the student's situation after the student waits an outrageous amount of time to get an appointment. I tried to meet with this office once, but it was absolutely useless, and I received better information at my department's advising office. This will be the experience if academic advising is centralized. There is no way that the advisors will be able to give appropriate advising to students of every single major. The strength of the advisors is their understanding of the professors, classes, and degree flexibility within their particular department. They also meet with the same student multiple times, getting to know their particular situation. These benefits will disappear with centralized advising. The only rationale for this suggestion that will improve student experience relates to those changing majors. A better option to address this issue is to provide department advisors with information from different departments regarding requirements for admission; for example, a specific list of requirements to meet for a student transferring into the College of Engineering from the College of Science. When I was working in the Biology advising office, I was very familiar with the requirements for changing majors and the classes that would count toward each degree, and that was without input from any other department or college. This is not an unreachable goal; training the department advisors would take less than an afternoon. To sum up my point, I do not agree with the suggestion to centralize academic advising because it will take away the current strengths of the system without replacement.

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Centralizing academic advising could only be an asset as long as the academic advisors from each advising unit are brought over to the new centralized space. They have worked within their departments for years, know the necessary steps, and provide the best insight for students. To lose them in any way would be a detriment to overall student success.

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Centralized advising is already taking place within AGLS and has created issues for students in more specified majors. We have fewer people trained in how to navigate the program making it difficult to make appointments for pre-registration. There is also a loss of personal connection with the advisor as before there were just a couple of people that you knew you could go to. Now the number has increased which means that each semester a different advisor could be paired with the students. There is then a loss of personal relationship that has been able to form in many departments.

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Big fan of centralizing undergrad advising! It's SUPER confusing as an undergraduate who I'm supposed to go to when I have questions.

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As long as the current Provost Office's needs are heard and considered, I am fine with most of the proposed changes. (See IT section.)

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As a student who has changed majors, I do not feel like it was, in any way, a complicated or lengthy task. The report makes it seem like each step is long and daunting, when in reality you should already be meeting with an advisor at least once per semester. If a student does not have the capacity to research the requirements and coursework of the major they are trying to switch into, they likely do not have the capacity to succeed in college at all. Changing one's major should not be an effortless process, or students will change majors after every difficult class.

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AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

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-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be it's own department.

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## Provost Office - Former Student

Please provide your comments related to the Provost Office:

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"25 by 25" both lowers standards and crowds the campus



the report made a good argument for changing the make up of the provost office and responsibilities.

none

none

no feedback

needs reorganization.

make sure that all decisions made reflect the well being of the STUDENTS, not any monetary gain that A&M will receive

agreed the Provost office should be solely focused on Academic integrity across the entire college

a. Recommendation #1: Reorganize the Office of the Provost to allow greater focus on student academic success. i. Finding 1: The Provost Office is a prime example of “diversity and inclusion” run unchecked. According to MGT, it has so many unrelated areas under its cognizance that it needs to “... elevate the profile of teaching and learning within the auspices of Academic Affairs. Other student support offices should be redistributed to different organizational units to ensure the Provost’s office can focus on elevating student academic success, including growing graduate education and supporting new expectations and models for student learning.” Yet, MGT counters its own advice to a degree when it says later in the finding that TAMU needs to mirror the demographics of the State of Texas. Why? TAMU needs to focus on admitting students based on merit and providing them with the best education we can, and leave political correctness out of it. b. Recommendation #2 Centralize undergraduate academic advising. i. Finding 2: Agree with MGT solution. c. Recommendation #3: Elevate the Higher Education Center at McAllen i. Finding 3: Agree with MGT solution.

You still need more women Professors!

XXX

While from the student perspective, we don't interact much with the Provost Office, I agree with the recommendations to have the Provost focus most on instruction and research, faculty and students.

While I agree with much of the recommendations, I absolutely do NOT agree with relocating the Veterans Services Office to Student Affairs. As a military family, with a military connected student at TAMU, I assure you that these students needs are not as simple as one not in this lifestyle might think. It is my assumption that no one doing this consultation is truly qualified to make a recommendation in this area. VA connected students have specialized needs that only those within VSO can accurately, faithfully address with these students. It is VERY important that these students have direct, timely access to the VSO without a bunch of red tape that going through student affairs can cause. They don't have weeks to wait for appointments nor do they need to have to explain themselves repeatedly. PLEASE keep all veteran connected services separate. These students are different and deserve a one-stop, specialized office to handle their challenges with encouragement and ease.

What’s that? I don’t know that was functioning at my era at TAMU

We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

We are spending too much time and money on trying to be "woke". All the inclusion, diversity and equality promotion is created to much division. Promote Aggies as a whole. Aggies as one. Recruiting minorities to get the "numbers up". Why not select candidates based on their merit, grades, and desire to be a fighting Texas Aggie who will uphold the honor and tradition that A&M holds so near. Not select them based on their skin color.

Was the previous provost heavy handed as this study reports? I’m wondering if our new president is trying to be as well.

Traditionally a strong position. I cannot tell from the proposals whether this weakens or strengthens the position. If the changes result in more focus on student success, then it makes sense.

Totally Agree

To much centralized power in one position is not good. Could lead to corruption. Diverse opinions must have equal weight.

This report says it desires the provost's office to be more invested in student life and academics. The provost office is untouchable and therefore cannot be focused on students when it's bogged down in politics. Everything about offices that align extremely close to the President are smothered in political minutiae which means students will always take a backseat. I am thoroughly disappointed that the VP of Diversity was removed from the office and basically placed in the corner. The disrespect shown to diversity and students of color throughout the report is shameful. As a former student who experienced racial trauma on the campus and has tried to help alleviate it throughout the years, it's hurtful to read the thoughtless words in the report. If you want to help, use your voice and stop allowing the powers that be to hurt your students in the name of tradition. It's not right.

This MGT survey was an abomination. Pushing the narrative further to change the campus and overhaul it to be another run of the mill university. What gives Texas A&M its strength, power, and future, are the very things that make us unique. Curious how none of the universities we were peer/compared to are even in Texas. These comparison universities are beneath us, or different entirely, in the same manner as milking a cow vs milking a bull, and the complaining that your milk tastes differently. Cherry picked data to justify hitting Texas A&M with a banhammer and to alter the university, remove its identity, entirely. People say that what we identify as matters, well Texas A&M identifies as Texas A&M, and if you refute that, you're a bigot and are dismissing the lived truth of A&M. Yes the College of Engineering is huge, as it should be. Advising is decentralized, governed by each major, as they should be. You'll never have a one size fits all approach, and trying to shove the university and its respective colleges into a "big box store" feel, as this report would suggest, destroys the very fabric of what makes us Aggies. Trying to shove in 25,000 engineers by 2025 risks diluting down the degrees or simply put, dumbing down the curriculum to pursue more students.

Additionally, merging the College of Fine Arts and Sciences, as many smaller east coast schools do, does not make sense nor enable either entity the ability to perform as unique and necessary institutions on their own. If you wish to improve the university, might I recommend cost saving initiatives like never paying for another such a slanted and asinine survey again. Perhaps considering cutting the University Administration's salaries by 10% as well. Speaking of cost savings, DO NOT outsource student on and off campus transportation. The current model makes sense, and such outsourced services at other universities always ends up being more expensive in a matter of a couple of years than any immediate cost savings might hint. You will pay more, get less, and be confused as to why... Why was this even an option? Look at what happened with outsourcing dining services. Pursuing diversity over meritocracy, over talent or the outcome, is a fool's errand. Diversity should be cultivated organically and naturally, not forced and mandated. Diversity is great, but chasing metrics and numbers over anything else and rejecting the notion of assimilation while encouraging the students to celebrate what separates us is not healthy. Change for the sake of change simply to change and virtue signal will not yet results, will not bring us together, and will not continue the ability of A&M to be a natural melting pot. Let talent speak for itself, and let those who wish to join A&M do so freely. The desire to erase campus landmarks to resemble west coast university appeal also does not sit well with me. Remarks about the Corps of Cadets being "too Caucasian" is not only insulting to our diverse group of Cadets but a surface attack on the Corps' rich history and selfless service. Creating more commissioned officers to the US Military than all the service academies combined should tell you that the Corps has the ability to form the talent, respect, and love for each other that is required in a military environment. The Corps of Cadets, and the College of Engineering, are fine examples of successful melting pots creating cohesion and powerful leaders. As they say, Highway 6 runs both ways. If faculty, administration, or students, do not like Texas A&M, they are free to leave whenever, and can go attend or work for a university more aligned with their emotional support needs. Those who wish to be Aggies will be Aggies. The University has thrived for a century and a half being run the way it is... Forcing us to change to be similar to UCLA or Maryland will destroy our identity. I say this as a First Generation Aggie, who came not from wealth, but a family of poor immigrants, refugees, and poverty. As the first in my family to go to college, A&M represented everything I aspired to pursue and be. I took on tremendous debt to break the cycle of poverty in my family. Texas A&M was the beacon to freedom, and it still is. The desire of the MGT survey however risks undermining that legacy for the Boogeyman fighting game of "equity" and "diversity and inclusion" while throwing out the University as we know it. I strongly believe the MGT Report offers the chance/opportunity/paper thin justification to radicalize and change the University to better suit the political leaning aspirations of those who dislike Texas A&M. Dismiss the overall outcome of this survey. And remember, Highway 6 runs both ways.

The university needs to invest in the College of Architecture. My father studied at TAMU in the late 1970's, studying at the time "Building Construction". I studied in the mid 2010's Urban Planning and Land and Property Development. When

my parents would visit, my dad would laugh at the fact that there was little to no change in the facilities from the mid 2010's versus what the CoA looked like in the mid 1970's.

The suggestions for increasing duties and responsibilities of the Provost Office make sense and probably should be implemented in a logical amount of time. This would allow them to make the necessary changes without being rushed and pressured which would allow the best transition.

The streamlining and focus appears to be a solid approach. Over the years TAMU has tended to add VP positions as rewards for service, and putting the focus and funding back into more faculty that teach rather than more VPs is positive.

The start of the plan sounds great. Then you get to the details and it lays out more of what Pres. Young was doing. More woke garbage.

The review was well planned, demonstrated thorough research and thought.

The restructuring in the report seems like it needs to be done so this office can get back to its original intent.

The report says, "This reorganization will provide a much more balanced portfolio and will allow the Provost office to focus exclusively on the academic mission of achieving excellence." In general, I agree, but many of the functions of offices being moved out of the Provost will still require substantial coordination and collaboration. The Provost should ensure that someone in his/her organization is charged with that liaison function. Centralization of Academic Advising was recommended, but may create new problems with advisors not being "plugged in" to their academic colleges/departments. One suggestion is to continue to colocate advisors in their respective colleges (proximity increases communication), and do central planning, reporting, and coordination from the Provost's office.

The report provides many solid recommendations for the provost office. However, it creates a more bloated office structure within the provost office. This will make management and oversight more difficult. I would caution the TAMU team to slowly and carefully think about efficiencies and effectiveness of this level of centralization.

The report does not provide a cost/benefit analysis of the effect of these changes. In some cases, the offices may need to be moved physically to be in one location. It can be a very expensive proposition with no clear returns provided. Texas A&M University has withered the challenges of the last two years very well. I am not sure why such drastic steps are being asked. What will be the benefit?

The reorganization of functions assigned to the Provost will allow the Provost to focus on academic matters, giving them more time to elevate the university's standings. I support this. The centralization of advising means pulling it away from the departments. I need to see a more detailed plan for this before throwing my support behind it. I don't think the McAllen campus is large enough to report directly to the Provost.

The reorganization is needed

The reorganization appears to be needed.

The recommended changes should be made.

The recommendations to restructure the Provost office as presented seem prudent to allow for better management of faculty issues and student academic programs.

The proposed reorganization of the Provost Office makes sense and seems to increase the focus on the academic mission of the institution.

The proposed changes make sense

The program/office realignment proposal makes sense if it will enable the Provost Office to be more focused and responsive.

The office should only be focused on academic affairs.

The office of the provost should be entirely focused on academic excellence, completely stripped of the encumbrances of forced racial, ethnic, and gender diversity, equity, and inclusion. These are distinctive elements that retard academic progress and divert valuable resources to counterproductive objectives.

The office of the provost as chief academic officer is almost impossible in attempting to fairly distribute funds amongst programs. I hope that the person in this role will vigorously defend the college of liberal arts.

The intense growth of TAMU over the last 20 years is disconcerting. Adding so many student begs the question as to whether the University can adequately serve so many people. Also, dei policy will be the death knell of this institution, as it is at every institution dei policies are stringently followed. This happens because dei treats people as part of a group, instead of the individual they are. It divides groups and increases animosity thereby creating a hostile learning environment. Your job as a university is to teach students their specialty, not socially engineer them. Notice that doesn't mean don't discuss difficult topics or explore challenging social topics. It does mean don't, as the leadership, choose winners and losers based on social groups. Stay in your lane. Teach well and provide a system which tests students in their learned knowledge and in their problem solving skills. As a University, you should be apolitical and asocial (made up word). Focus on your academic rigor and all else will fall in line.

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The idea of re-focusing the Provost's office primarily on academic issues and moving student related issues to student affairs is long overdue. It has long appeared that the Provost's office is best geared towards dealing with faculty and curriculum related issues, while student concerns and disciplinary matters ought to, and under this proposal would, be handled by a separate student-centric office.

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The great thing about Texas A&M has always been the conservative values it represented and stood for. It has been in stark contrast with those espoused in Austin for many years. Most of the people who chose A&M over the University of Texas, did so for these exact reasons. It seems, however, that much of this has changed in an attempt to become more mainstream. Conservative values, beliefs, and morals have been tossed aside as the university appears to try to become more like the school over in Austin. We are not UT, and we should never strive to be. We are better than that and should not allow ourselves to be transformed into a group that stands for nothing in order to be liked by the vocal minority.

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The following quote concerns me greatly. I see no reason why "diversity" is an issue at TAMU. I thought quotas were determined "racist" long ago, yet this report seems to indicate that "diversity" should match percentages of population = a quota. There is no other reason given than we're a land grant school and as such should somehow mirror the demographics of the state. That's ridiculous. Did one ever consider that not all demographics are interested in TAMU in the same ratio as their population? Please, please, please don't go down this road. "The demographics of student enrollment at TAMU do not currently mirror the demographics of the State of Texas. As a land-grant institution, TAMU should prioritize meeting the needs of all Texans and therefore must concentrate on increasing recruitment, retention, and success of all students, but especially diverse students."

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The designated position for Hispanic Serving Institution is encouraging but may not be appropriately placed. To receive this designation, we must not only be at 25% Hispanic undergraduate enrollment, we must also enroll 50% or more Hispanic student who are considered low income. This presents not only a recruiting challenge but a financial aid challenge as well. Is the Provost office best suited to be outreach to these students? Or should this instead belong in Academic and Strategic collaborations?

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The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

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The assessment of the Provost's Office appears to be accurate. Organizational changes are needed and should be implemented as recommended in the report.

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The Provost's office should also include performance and apolitical approaches to students at the University. DI&E is

fine, but not at the expense of the quality education A&M was created to provide.

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The Provosts Office has grown to include many functions that are better handled by others. The concentration of authority is unhealthy for a vibrant, achieving university. Strongly agree with recommendations! Giving focus to student academic advising would be very positive!

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The Provost should focus on Student Academic Affairs - I agree with the report

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The Provost office does appear to need to size adjustments and realignment. There seemed to be a LOT of focus in this report on diversity or the preceived lack of it. Yet we have had minorities in almost every aspect of student leadership: Student Body President, Yell Leaders, Corp Commanders, etc. When you buy into the traditions and core values...your color is Maroon.

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The Provost in the past has had far to much power. He/She should be the academic leader and make sure that all classes taught are relevant and challenging. Let someone else take care of the other areas.

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The Provost and the structure of nepotism present within Texas A&M University's upper organization is destructive to the academic success and progression of the students and school. The organization within the Provost is ill equipped to handle the educators who are more concerned about their pockets than the university and its, as well as its students' success. The main perpetrator here is [REDACTED], who has disrespected/driven away multiple highly promising candidates (One from UPenn) for the architecture department head, as well as vetoing the decision made by the committee with the support of the students, and implanted an interim department head whose specialty and background was not in architectural education [REDACTED]. The fact that I received this email with [REDACTED] in it makes me sad. Genuinely, I have seen him have no regard for any department in the college of architecture except for the construction science department and those he knows who are related to it. His impact in destroying the potential of the resources of the college has been enormous, and his connections to the provost have sheltered him from repercussions, and have allowed him to stay dean of the college.

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The Provost Office should refocus it's efforts on the academic mission of the University. Including meeting the needs of a more diverse student body.

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The Provost Office needs to see its role are supporting the academic teaching and research output of the departments, not as a centralized command and control center to direct their diverse activities. At a time when the world needs greater collaboration and interdisciplinarity, A&M seems to be focused on the efficiency of the administration to control the message that we have become a major player in the academic arena. If the departments are performing well, the message will make its way out.

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The Provost Office is and appears to be recommended as the structural location for entities who serve/support the academic excellence of TAMU educational delivery through it college units. Those organizations who function in this capacity would seem to be best placed here

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The Provost Office does appear to be rather unwieldy and seems to have taken on many areas that are normally outside the provost office.

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The Provost Office (based on the report) appears to have become burdened with obligations outside of the normal provost function. I concur with the recommendations. While centralized undergraduate advising seems to be very appropriate, it cannot fully take the place of college or department level advising. Perhaps it would be helpful for the centralized entity could provide training to those providing advisory services at the department level.

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The Journalism degree should be kept under the department of communications as the two disciplines provide complimentary instruction for students wishing to pursue promising careers in media, advocacy, public service, and corporate affairs. I fear the lack of a focused journalism degree will diminish opportunities for students wishing to pursue such a major at TAMU and look to other schools such as UT or UH that have dedicated journalism programs. I minored in journalism and went on to attend the Bush School where I graduated in June of this year. I find my journalism background very helpful in my career as a Public Policy consultant where I worked with tech firms such as Salesforce, AWS, and AT&T to build out their government affairs framework. The practitioners, professors, and administration within the communications department are well-versed in curriculum related to media, communications, and journalism and, I believe, the best to be teaching the subject at this university. Please keep the journalism degree under the department of communications so students can receive the top-tier instruction needed to pursue the career of their dreams.

Texas A&M looks backward and not welcoming to a diverse student population with its veneration of a confederate general. It's time for Sully to come down.

Texas A&M is at risk due to radical changes in the core mission and long history of success and growth as an institution of higher learning - primarily due to the lack of expanding university leadership that are not graduates of Texas A&M.

Taking too much from the Provost office. Academics should stay here

TAMU seems to do well academically. In my tenure at TAMU, though, I felt like I took some classes as part of my grad program which did not translate into anything meaningful. One thing to note, I believe we had professors of practice who were teaching very academic subjects that would be better taught by an academic professor.

TAMU needs to keep traditions. Diversity will happen on its own

Survey indicated significant student dissatisfaction with Academics. Research is important, but researchers are not always great teachers. There should be evaluation and identification of great teachers, based on anonymous feedback from students. Those great teachers should be rewarded with extra compensation based on student feedback.

Supports move to get smaller.

Support separating from the Provost and centralizing finance, IT, marketing to the President's Office.

Streamlining the activities of the Provost Office makes a lot of sense to me. I was quite surprised when I read this section to learn about all of the activities that are currently under the Office of the Provost today that certainly don't belong there. Having the Provost focus on Academics and Student Success in the Classroom is spot on. The other many activities (being removed) should have never been part of that office in the first place.

Stop promoting/prioritizing the job

Some of these reorganizations appear on the surface by title to make better sense. However....A&M was always a small/big University. Ags helping Ags. I hope the idea here is not to turn our institution into one of the schools you keep sitting in this survey. That is not A&M. And if the new President believes it to be....she needs to go. Students shouldn't get lost while seeking help and have to search out numerous departments for that information where before it could be obtained in one place. With some of these remaining under Provost control does it alleviate student frustration and endless lost in the system search for requests. Going where?

Slimming down the Provost Office and putting emphasis on teaching and learning aimed at student academic success make abundant sense.

See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes based on this report.

See comments on merger of colleges

Restructuring toward academic values seems to be a good approach to improving transparency and clarity of executive command. Some issues of academic value exist from a perception of disparity between colleges, departments, and majors. This disparity generally falls along lines of STEM emphasis noted later in the report. Implementation of executive and offices restructuring aside, more investigation to the detail, equity, and accurate value of across all academic disciplines offered should be conducted alongside centralization of advising and overall academic structure. Also, the report fails to consider established values of a decentralized structure- which may contribute to disparities between disciplines (good or bad); successful implementation should thoroughly address the varied needs across academic areas.

Report recommends removing some offices out of Provost Office to other offices at univ. No where did the consultant recommend abolishing any office. Failure to do a complete analysis.

Reorganizing to serve the students and nothing else is a good move.

Regarding recommendation #2, centralized undergraduate advising. I would recommend additional research and consideration before adopting this plan. My employing university has considered jumping on this bandwagon, and most academic programs are STRONGLY against it, given the specificity of each department, but mostly due to all of the other department-specific tasks that advisors complete (especially during the slower summer months), and the information and support that local advisors can provide for their unique majors. If adopted, absolutely do your research and learn from institutions who have done this. Finally, if advising is centralized, be sure to maintain program-specific ways to

guide and connect with your majors and prospective majors.

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Regarding centralizing academic advising, I have reservations about centralizing advising. The concern is that the advisors would not be sufficiently familiar with the majors they are discussing, even though I concede that there might be a certain efficiency to having students receive their initial advising through a central advising center. Also graduate students have specialized advising needs that likely would not be solved by universal advising.

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Recommendations sound logical.

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Recommendation #2 Centralize undergraduate academic advising: Undergraduate academic advising needs to improve in some colleges but creating a large, centralized bureaucracy will only produce "an average" organization at best, thereby reducing the effectiveness of undergraduate academic advising for the good colleges and only slightly raising the advising in the lowest performing colleges. I am the parent of two children who graduated in 2017 and 2019. One had excellent advisors in Bio/Ag Engineering and Mechanical Engineering. The other had poor advisors in Mays Business School in Honors and Marketing. Concerning the consultant's finding on difficulty in changing majors, I think that is grossly overstated and incorrect. Both of our children changed majors and graduated with honors/high GPAs in four years. I think the problem cited by the consultants relates to students who do not meet the academic requirements of their college or major and need to change to University Studies and then have difficulty finding a college and major that will accept them. This is a real problem which is somewhat addressed by the consultants. I think the options for 2.0-2.25 GPA University Studies students should be narrowed to just a few majors within a few colleges (e.g., Liberal Arts and Ag). Requiring all colleges to have to offer degree plans for University Studies students places undue burdens on all colleges and lowers the overall academic experience for well performing students.

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Recommendation #1: Reorganize the Office of the Provost to allow greater focus on student academic success. If according to MGT, the Office of the Provost has so many unrelated areas that it needs to "... elevate the profile of teaching and learning," then a reorganization is needed. The Office of the Provost should be focused only on academic success and not on diversity and non-degree programs. Academic success and increasing graduation rates will also result from focusing admissions on merit and providing students with the academic environment to succeed rather than trying to mirror the population of Texas. Students should be admitted on their proven ability to finish their degree not based on racial quotas. Recommendation #2 Centralize undergraduate academic advising. Agree with MGT solution, but advisors should have accountability and oversight to match students with appropriate majors and provide quality counseling across all majors not only focused on a few areas from past expertise. Recommendation #3: Elevate the Higher Education Center at McAllen Agree with MGT solution.

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Recommendation #1: Reorganize .... Agree, but do not agree with restructuring to accommodate racial and diversity gaps.

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Recommendation #1: Agree Reorganize to focus on academics and less on diversity, equity, inclusion. Encourage hiring of professors, instructors, staff based on merit and no other metrics. Recommendation #2: Disagree. Students are more likely to discuss their academic options within a college or department setting rather than an inflated, impersonal structure. Recommendation #3: Disagree. Focus on TAMU and TAMUG as flagship campuses. All others including Qatar should be under the System.

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Recco to reorganize makes sense. Overburdened per current Org Chart.

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Realignment looks good

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Re-Alignment is greatly needed. The left hand does not know what the right hand is doing.

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Rationale #1 - I agree that the existing organization is too large for a Provost to handle efficiently and properly. However, in my opinion, the report in this rationale places way too much emphasis on disparities in demographics, and in racial and ethnic diversities. We need to devote all of our resources to make sure the students we have are being educated to the fullest extent in their respective areas of learning. Rationale #2 - I agree and with the solution. Finding #3 - The final four words "further strengthening TAMU's prominence." should NOT be why we're making these adjustments. This teaching center, and TAMU for that matter, exists to educate and train primarily the citizens of Texas. We should not be doing any of this just to make A&M more prominent.

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RE: Centralized undergraduate academic advising While the findings and recommendations do make somewhat sense, the implementation of such a role seems challenging. The current undergraduate advisors within the respective

colleges/departments have knowledge that helps students succeed in those housed majors. Having a centralized organization beyond, say, coordination would require advisors to have a vast array of major-specific knowledge across all of the departments. Thus, the actual implementation of such a centralized unit requires a better understanding of the roles/responsibilities of the team.

Provost's Office has grown and assumed many responsibilities under previous aggressive Provost. Reallocation of many of units described is appropriate and Provost's Office should be focused on academics.

Provost personnel must not allow the use of the use of materials or speech in classrooms, laboratories or fields which is politically or racially divisive.

Provost office is very much too political in hiring new professors and does not fairly represent our state, community, and former students.

Provost office Did the consultant consider the economics of all the changes? Th proposal is taking away much of the responsibility of the Provost. Does the Provost still have enough important work to do to occupy all their time? On finding number two: What is the source of the problem related to students often changing majors? It needs to be identified. The recommendation of number two does not address the source of the problem. On finding number three: Why are they going to have the higher education at McAllen report to the Provost?

Proposed changes look to be moving functional operation in positive and effective direction.

Please stop turning a&m into t.u. We went to school to a&m, and hope to send our kids to school there as well, because of a&m's traditional conservative values. Stop caving into the race baiters and keep Aggie land, Aggie land. Stop worrying about diversity, and let the best kids in, in, regardless of race. I will not send my kids to school to a&m in 10+ yrs at the rate the university has been progressing in the liberal agenda direction.

Please stop adding bureaucracy to TAMU. Any group that is purely focused on DEI should be ABOLISHED IMMEDIATELY. There is too much emphasis on kingdom building and not enough on having a strong, values-based university.

Please handle academic affairs only. Most people should never hear of your office, which is how I know there was an overreach of power in the last few years. Restructure.

Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

Please do not establish any of the liberal arts colleges recommended in this report. Along with being a drain on university resources they're also a huge reason for the student loan debt problem as there are no jobs in these fields of studies that justify the tuition. Additional we were established as an engineering school and should remain school with focus on studies that lead to marketable skills and jobs. Finally we are a conservative school and proud of it. We don't need to become progressive or "woke". Highway 6 runs both ways and those that don't like it would look better in orange.

Per the proposed org chart, a lot of areas are removed from the Provost's office. Considering they generally set the overall tone/mission of the University's Academics, not sure so much of that should be offloaded. For example, why would the Enrollment and Academic Services be removed?

PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. My husband and I are Aggies ('91 and '92) and have FIVE A&M Students ( '18, '19, '21, '23, '23) and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own



child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of Alvard and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

Online classes need to stop and you need to offer enough upper classes so students can graduate. Stop the money grab.

Not certain that I agree with moving Data & Research and Enrollment Management to the Department of Finance in the proposed realignment. These analytical functions tend to be part of analysis, assessment, and accreditation functions that typically report to a Provost or directly to the President - unless the intent is to house financial and budget responsibilities arising from enrollment outcomes. Those belong to, or are at least a shared responsibility with Finance. However, the exact functions of the units to be realigned was not delineated in the report to completely agree or disagree with the recommendation.

None. I applaud your action as internal review and assessment.

None!

None

None

None

None

None

None

None

None

None

None

None

None

None

No specific comments on the Provost Office.

No specific comments

No opinion

No opinion

No direct comments.

No comments.

No comments

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No comment.

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No comment

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Never clear on what this office did for students. Probably good to define its role and benefits

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Na

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NA

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N/c

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N/A

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N/A

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N/A

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N/A

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My specific concern I related in my response to the survey previously. But the report itself poorly addresses the concern. The Virginia election of Youngkin did a MUCH better job of making the point. The emphasis on Diversity, Equity, and Inclusion needs to be disconnected from Socialistic and Leftist rhetoric and to be honest the Faculty needs to be carefully balanced to include voices across especially the MIDDLE of the political spectrum and should carefully avoid overloading on extremist positions. I feel some of the organizational changes simply increase costs by adding administrators. I also wonder if the purpose is to manage to essentially a single voice and if that represents a left of center position. The report should have explained if there is absolutely any political intent and who provides that guidance. I think it fails to do that, but I'm available to discuss further. You can reach me at [REDACTED]. I'll be very clear that politics belong to the voters and the majority of statewide offices are held by Republicans who are conservative. So the school shifting left doesn't serve the more conservative former students nor the state that voted for the conservatives. With that said: I have had rather helpful discussions with Karen Allen in the past when my daughter was applying and matriculating and I fully support the spirit and the law of the 10% rule. I also understand that it is strongly supported by our minority legislators and I applaud the effort by MY SCHOOL to address that law even at the expense of so-called "legacy" students. And I believe the effort to expand enrollment does help address the need to provide broader access to Texas A&M as a flagship, as a campus, as a loosely coupled set of campuses, and within the Texas A&M system as a group of schools. I want to make sure that we don't abandon this legal responsibility in the hope of limiting attendance to take the cheap way to a high USNWR rating by rejecting students when we are capable of serving them. I view these comments as neither general remarks nor necessarily relevant to the other organizational areas. I view Provost as the owner of the vision of the results of what the school is trying to accomplish. And I'll further note that while it is a learning community, it isn't there to change the students but to prepare them. The distinction needs to be carefully observed and managed.

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My name is [REDACTED]. I am a former student Class of 1957. My BS from A&M is in chemical engineering. I was a member of the Cadet Corps, commissioned as an officer in the USAF. I completed graduate studies in chemical engineering at the University of Colorado, Boulder. I have supported A&M for 64 years and will always be a Proud Texas Aggie.

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Must maintain a true communication with the chain of command, not skipping a level with or for private information. It is critical to always keep your people informed the correct way.

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More IT help there

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More "centralization" is always the proposed solution. Decentralized structures are always viewed as inefficient. This is arrogance at a very high level. Decentralized structures provide diversity of solutions and local control of resources allowing for more innovation and responsiveness to local needs. Centralization is the solution of socialism which fails every single time it is tried anywhere in the world. Hiring law abiding people and allowing them to work in a distributed

system has always been the most helpful system for the most people.

May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. [REDACTED]

MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

Like

Liberal arts and Sciences need to be separate departments. LA deals in subjective reality while the sciences deal in objective truth. Their perspectives on reality couldn't be more opposite or incongruous. Sciences deal in research that is funded by corporations that liberal arts has no way of relating to much less has any business courting for funding. Support for science students will be undermined by this maneuver and the future of sciences at this university will be compromised and eventually cease to exist.

Katherine, Thank you for asking for feedback about the university third-party study and recommendations. I am a former student and current Aggie parent. I served two terms on student senate years ago in Aggieland. For the last 20 years of my professional life, I have been part of practices in management consulting firms, including accounting-focused firms, strategy firms, and boutique consultancies. I wanted to share a few thoughts and opinions as I read through the report. My time is limited so I will just share in a stream of consciousness format -

It sounds like some realignment is needed, I would defer to the faculty and current staff for direction

It makes absolutely no sense to centralize academic advising. Changing majors is a convoluted process that needs improvement, but this is a very poor solution to that problem. The adviser in a department is key to student success because they have such an intimate knowledge of that department. Sending kids to a generalist adviser will lose those connections. To me, this is the worst Recommendation in the report. The key question to always ask is how this helps the student (the customer) and this is a net negative in that area.

It looks like A&M has quite the reorganization task ahead, but that's not surprising. Any organization that grows rapidly like A&M has grown faces this situation. The administration and faculty are immersed in College Station and the campus, so the growth seems normal to many of them. But really, it is far from normal. It is rapid growth. All I'm saying is that no one needs to feel that management has been poor. The need to reorganize is a natural consequence of A&M's success and growth.

It is interesting that one of the findings was related to the number of times students change majors. Both of my sons were told very forcefully not to plan on changing majors once in the University and that it was frowned upon. The findings are correct. College is the time to learn and discover what you want to do, however, that is NOT the message we received for either of our children. One in the College of Agriculture and one in the College of Architecture.

It is clear that a recurrent theme in the recommendations offered up in this report is the "...needed response to ever-shifting enrollment demographics..." and the call to action to "...address persistent (and resistant) diversity gaps" by building "...a foundation for addressing racial and ethnic diversity among college faculty, staff, and administrators, which still does not reflect that of today's college students." While the author's high-minded rhetoric may seem well-placed in today's world of extreme social and race consciousness, they discount the very essence of what it means to be an Aggie. To become a member of the Aggie Family is to suppress and reject the countless social, racial, gender, and political identities that masquerade as "defining" a person in today's world. When you set foot on campus as a new student, the common Aggie identity is the one that matters. Part of that identity comes from knowing that you were selected to join



the Aggie ranks because of what you as an individual have accomplished, NOT because you bring the student body into closer alignment with a preconceived quota designed to adjust the make-up of the student population to match that of the general population. Texas A&M is NOT the general population: we hold ourselves to a higher standard (and in higher regard) than other schools because we see and judge each other as equals, without regard for whatever ethnic makeup, cultural background, or other unimportant classifiers are attached to us. To go and destroy that by actively changing the composition of the student body and faculty in pursuit of diversity goals is unacceptable.

It is always good practice to review a large organizations processes with an outside perspective, however do not lose site if what makes Aggieland unique. A quality education with an amazing culture and former students.

Interesting, when I changed majors I had an index card signed by my current department, then walked it over to my new department, got it signed, and voila, I changed majors.

In regards to the statement to increase recruitment, retention, and success of all students but especially diverse students...I do not believe that an outside company can fully understand the culture of Texas A&M and WHY people choose to go there. Texas A&M does not even NEED to recruit. Anyone is welcome at Texas A&M. No one cares about your gender, race, ethnicity, or sexuality. The most important thing for students to come to A&M is to BE AN AGGIE and hold to the CORE VALUES! We ALL BLEED MAROON! Texas A&M is a different and very special place. Please don't mess it up!

In favor of a streamlined way to change majors, but often a student needs the expertise of someone in their specific major. I hope there would still be departmental advisors available.

In all probability, the Provost Office is too large and unwieldy to be efficient. I do not understand why the emphasis on disparities in demographics and racial and ethnic diversities in a University that already is one of the most diverse in the nation. Let's educate all the students and quit beating a dead horse. Regarding Rationale #2 : I concur Regarding Finding #3: Again the Teaching center and TAMU is for educating the citizens of Texas. "Further strengthening TAMU's prominence" smacks of empire building by some administrator striving for self-importance. That should not be a reason for making the adjustments mentioned.

If we assume one person per proposed position, that will be 26 reporting to the VP & Provost position. So it is hard to see how many people currently report to the Provost position. There needs to be care in not increasing overhead/people or a lot of new positions. Sadly this report does not include #'s of people involved and is too general, in my opinion.

I'm disturbed that a conclusion of the report is that the President's Office should have more decision making power at the expense of the Provost Office.

I would love to see the Money Education Center fall under Student Affairs. It is an incredibly important program that I think would benefit from being under Student Affairs.

I would like to see TAMU recruit and retain more people of color. Not just for football team, but academics. You are missing out in critical components of increase for your school.

I would agree that focusing on academic achievement is the best focus for the Provost office and ultimately will give the university the best chance at continued success.

I was at A&M on a Friday afternoon about two weeks ago. The campus was fairly empty and I got to walk casually around and passed the Academic Building. To my surprise I noticed a "black lives matter" banner hanging in the rotunda. Two of my six children graduated from A&M. The others attended "other" liberal universities. I have several dear friends that have their children attending A&M. I asked one of those students about his "take" on politics. He gave me to understand that socialism is his preferred brand of government . . . he and his friends prefer it over our constitutional republic. I was stunned. He didn't develop this thinking from his parents, but he did let me know that his fellow students (at A&M) primarily thought the same way. As a graduate of A&M I was comfortable with the hope that it would stand strong in the face of the current liberal onslaught. Hearing from this student and seeing the "black lives matter" banner in the Academic Building lets me know that I was wrong. In the report you asked us alumni to read I found the words "equity" and "inclusion" used. Those are liberal buzz words for brand of tolerance and inclusion that distort and warp the very meaning of tolerance and inclusion. It's a new form of bigotry that is powered by a gross desire to destroy every existing cultural institution that forms the foundation that has made our culture here in the United States a successful "experiment" in a civil society. As a graduate of the College of Architecture and Environmental Design I have spent the last 45 years working in a field that is populated by ALL persuasions of people. For most of my experience people were judged by their character and their ability to be creative and perform. Since

architecture and the arts is a creative community it became (and still is) a haven for all who were creative and intelligent, but felt victimized. Today those folks who felt "victimized" are parading their behavior in full view and its shaping education and public policy. It is destroying culture. It's tough to take a stand in this environment and if a person does . . . or a business does . . . or an institution does . . . they are labeled a bigot or racist. The gloves are off and it's a civil cultural war. Please take a stand and allow A&M to be a stalwart institution that stands against the tidal wave of "equity" and "inclusiveness" . . . the liberal theology that is rushing into every area of culture. If no person, or business, or institution is willing to take a stand and bear the slings and arrows of the liberal theologians we will wake up one day to a perverse world that nobody will enjoy living in. Loudoun County in Virginia woke up to that horror this past month.

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I think the reorganization of the Provost office makes sense. the overall findings of sprawling offices with too many departments is consistent with my time at A&M.

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I think the conclusions and recommendations are very good. But the devil is in the details regarding how they are implemented. A centralized, both across the entire TAMU System and within each institution would be VERY helpful when working with industry partners, but it is the implementation of change that will be the biggest challenge.

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I think the changes proposed are good for the future of the Provost Office. I

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I support the suggestions for focusing the Provost Office on student academic success. That is, after all, the number one task of both the Provost and the University. While I support centralization in general, I do have some concerns about how to make sure that a centralized academic advising team can continue to provide major-specific insights and context. Note well that I am not against centralizing this function; rather, just strongly suggesting that context and major-specific issues be retained.

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I support the recommendations of the study.

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I support the program to try and represent the diversity of the Texas population. Allowing the Provost to increase focus on student diversity, retention, creating welcoming culture, and even creating NEW traditions, are a priority. Centralizing advising is key because when I was at TAMU, it was very poor to seek advise. All advise was siloed. Career coaching and educational pursuits advise needs to be higher elevation thinking and provided by people with a broader perspective.

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I support refocusing this office on management of academic affairs and less on overhead functions.

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I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

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I represent former distinguished alumni James Sewell 1927 mechanical engineer and TAMU Foundation Trustee and Association of Former Students President since 1971. As a former student body maritime president myself since 1992, my masters thesis concept was endorsed by a former department head of TAMU Marine Transportation and Captain of the Texas A&M original flagship campus USS Queens Texas Clipper to honor a First Family turnaround for the national flagship SS United States and it's entire maritime system. The concept endorsed and sanctioned has been for TAMUG to help and helm UTMB via a health/hospital aboard training ship system. Metaphorically, the UT Texas Longhorns are in charge of the Texas A &M Veterinarian and this is destructive and frankly backwards. A&M Galveston should be training its own nurses and doctors aboard it's own training ship program, not replying on the destructively competing campus of UT for healthcare. The research for the thesis concept implementation study concludes that TAMUG either should take 51 percent ownership of the original historic Soule Medical School presently owned 100 percent by UTMB and or place a martial arts based health and defense masters degree program aboard the TAMUG training ship system as the foundation and helm of placing a hospital training ship program aboard to help and helm UTMB. The study analyses the amount of world petroleum to turnaound the entire national flagship maritime system. Presently, only approx 40 years of petroleum resources remain as consumption rates near 50 million barrels per day (mbpd) of combustibile fuels and 100 mbpd overall including petrochemical production... Therefore, it is advised that A&M produce a healthy disaster response training ship system where the USS Queens, the original flagship campus if the entire university system is raised for a Seawolf Park "no barnacles on hull" style "First Lady Flagship Campus" to honor and respect a "First Family" turnaround for the national flagship SS "United States" or at least mitigate risks to the entire national flagship maritime system. It is also advised for TAMUG to produce a healthy/hospital aboard training ship system and take over at least 51

percent ownership of the present UTMB Galveston campus to produce The Great Physician system instead of allowing UTMB to monopolize health education thus producing an overgrown destructive Texas Longhorn aka The Great Beast system which is not adequately mitigating such risks as covid and world shut down. At present legal counsel will be reaching out to the president of my masters degree school to acquire the environmental entity and maritime leadership necessary to implement this thesis and being forward a "No barnacles on hull" policy for the USS Queens into next year. I greatly appreciate the university and look forward to continuing service to help anyway I can. [REDACTED]

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I recently attended the wedding of our God-daughter, the youngest daughter of a close friend. Die-hard UT grads, they had long punished my wife and I for our A&M roots. But, then they told us how their daughter struggled over two years at UT and then at SMU, as she tried to find groups or a community at those schools to support as well as be respected and embraced in return. Over Christmas break a few years ago, she met several of her high school friends -- Aggie undergrads who saw her unhappiness and encouraged her to go back with them to A&M in the days immediately before the spring semester. In just those few days in College Station, she found any number of students who made her see something special in the university as well as a path for her to find that in herself. She transferred to Texas A&M that spring. It almost killed her father. But as I talked with him at the wedding and asked about this beautiful young woman, he told me how Texas A&M had saved her...not in a religious sense at all but in the sense of worth and purpose the university and the peer groups there helped her see. She easily graduated and is one of the managers in development at Texas Children's Hospital -- a job she loves because (as she said) of the kids it saves. Her marriage that day to another young Aggie grad brought tears to everyone's eyes, and a deep sense of pride to my wife, myself and two UT grads who now see Texas A&M as so much more than just another university. That is the kind of success story I want to hear about Texas A&M. At a time when I fear A&M and so many other schools are losing sight of the reason people like me write checks, I want A&M to help more students like our God-daughter find themselves; find purpose and self-respect. I want the University to never forget that it should strive to be the best -- not the biggest and not a place where change and the qualities of a liberal arts education are lost.

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I really like this analysis and the common sense recommendations. I heartily support this.

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I only have one concern that I will post in the comment section at the end,

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I like the idea of refocusing the provost unit on academic services and student success. I also like the four categories of AgriLife, Engineering, Arts and Sciences, and Texas A&M Health

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I like streamlining everything. It sounds like it will be a lot easier for undergraduate students to get the proper assistance they need for maneuvering their degrees.

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I invite you to look at: 60x30TX Strategic Plan for Higher Education (texas.gov). If you are not already aware, this document seems to have been commissioned by the Texas Higher Education Coordination Board and outlines (4) Goals: 1. The Overarching Goal 2. The Second Goal: Completion 3. The Third Goal: Marketable Skills 4. The Fourth Goal: Student Debt You will also find the following statement expressed within this 34 pg. document: ", two- and four-year colleges in Texas will need to consider more explicitly the primary reason most students attend college: to get a better job and achieve a better life." My point in bringing this up is to say that in the area of duplication of effort; it appears to me that the state and the university have independently arrived at similar conclusions.

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I hope that the undergraduate advising is better than I received in the 1980s. My advisor continually refused to meet with me. I was struggling academically and he refused to even talk with me. If it wasn't for the support of my Corps outfit I would have failed to finish my first year at A&M.

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I hope that the Provost Office will respond to faculty behavior that is against the law and unbecoming to the campus. They need to be reminded that they represent the campus as employees of it.

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I have no issues with reorganizing the Provost Office. I will say that the organizational chart does not appear to significantly reduce the scope of the Provost Office. While centralizing advising makes some sense, I think the argument that "it's a little hard to complete 5 steps to change majors" is overstated. This is college, not grade school. If you can't read & follow directions then I think there are larger problems than a student's major. I think students should have to put forth some effort in this regard, and it should not be reduced to asking an advisor to simply "take care of it".

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I have no issues with realignment of current departments. Office of Diversity and Inclusion should ONLY exist to meet federal requirements and nothing more. Students either meet the entrance requirements or they don't. Race and ethnicity should never be allowed to weigh an application in a positive or negative way. If any preference is given it

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should be to legacy students. Student advising is a train wreck but can one office effectively counsel the many diverse majors? Recruitment of students from lower socioeconomic backgrounds would be great if scholarships are involved but should be based on qualifications not race or ethnicity.

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I have insufficient experience to provide feedback on the proposed changes to the Provost Office.

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I feel that the separation of the Construction Science Department SHOULD BE DONE. The Construction Science Dept. should go to the School of Engineering as it no longer is strictly an "Architectural" curriculum and is more related to Civil Engineering.

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I don't understand the issue enough to have an opinion here.

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I don't think you should focus on increasing diversity. Texas A & M has 68,000 students. When I was there it had 18,000. When I was there, affirmative action was in full swing. We've had 40 years to increase diversity based on academic qualifications. That is more than a generation of kids who were never forcefully segregated. They had access to financial aid, head start, school lunches, CHIP, subsidized apartments, fair housing, you name it. Their parents got special breaks based on race. Yet, you have to keep your academic standards high. Kids either make it or they don't. You should not have to lower your standards to increase diversity. A few will rise to the top in each generation. If you start excluding high quality students from the so called "privileged" classes, you're just going to push them down and the economy as a whole will suffer from lost productivity. I do agree that you need to review the functions of the provost's office and redistribute the functions to other offices. The overall goal should be to reduce the size of the administrative staff throughout the system.

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I don't know what the provost is and don't recall any interaction with during my time there

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I don't have enough knowledge of the Provost Office after reading the report to comment on it. It looks to focus on restructuring in ways that the average former student may not be able to evaluate.

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I don't have a strong opinion on the Provost Office, however if the report's recommendation on reorganizing can lead to the inclusion of a more diverse faculty and student body, as well as increasing their success, then I support the recommendations.

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I do not agree with separating enrollment activities, as recommended: Enrollment Marketing to Marketing and Communications; and Enrollment Management to Finance. I believe this will easily get out of sync and you should market to/provide marketing materials based upon whom you will be enrolling. I also believe Enrollment Management should simply not be in Finance. There are more factors at stake with enrollment and I would hate to see the enrollment decisions denigrated to a decision based upon numbers.

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I disagree with the recommendation for one streamlined academic services office. There are simply too many students for this to be effective and other A&M services which are streamlined in this way are incredibly ineffective and problematic. For example, the student counseling services are made available to every student. Because of this access, any student can have free or low-cost counseling services, which is amazing. However, the university does not properly fund these services nor make them easily available to students, leading to a backlog of appointments in which it can often take months for a student in crisis to be able to meet with someone. This is the same scenario I fear with academic advising. Texas A&M chronically underfunds necessary student services and one academic advising center would suffer the same fate, leading to a large backlog of students and a struggle to get an appointment. I struggled to find appointments with my advisors in my small department, and I can't imagine that making a general advising center will help in this regard. I also think this will create a problem in which academic advisors are not knowledgeable enough in the many different degrees that Texas A&M offers to give meaningful advice to students. In a university that has consistently given priority to the engineering and other stem programs, I fear that this will once again be an avenue in which liberal arts and other non stem students will suffer because a majority of advisors will focus solely on engineering and stem and leave the rest of the university to fight over a small number of advisors.

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I disagree with Recommendation #2. As a former student who changed majors during my time at A&M, I found that working with advisors specific to majors I was interested in changing to helped me to make a decision that was the best one for me. My concern is that centralized advising on changing majors may prevent students from getting everything they need to make an informed decision.

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I did not personally have to knowingly use any of the services of the Provost's Office, but reorganization for the purpose of more effectively meeting goals and needs, especially when they're not otherwise backed by tradition, should be

universally supported. However, on the point of centralizing academic advising, I'm worried it may lead to reduced understanding of particular Departments and their needs. My undergrad advisor, Jill Raupe, was wonderful and understood the program inside and out. Centralization efforts would be most effective if other departmental restructuring was also implemented.

I concur with the report. Too often in the past the Provost has been become the COO and hence the inordinate amount of activities presently associated with the office.

I concur with the report findings.

I concur with reducing the size and transferring responsibilities elsewhere.

I caution keeping research with the president and academic affairs with the provost as it can create tension for individual faculty members if the president is also signaling g the importance of student success

I believe once a student is in upper level undergraduate classes they should be advised by someone who specializes in that college (or just a few departments/colleges). A more centralized advising could work until students reach their upper level classes.

I appreciate Dr. Banks assertiveness in initiating this operational review. All of the high-level findings and recommendations are logical. I would only emphasize the importance of executing our Land Grant mission of serving the people of Texas. When we cannot deliver enough US citizens to meet the needs of our military partnerships, it is clear that we are failing in that mission. We should also be extremely cautious of lowering academic standards under the façade of diversity - this will neither serve the underserved or the greater good.

I am unfamiliar with 1 & 3, but 2- I wholeheartedly agree to do centralized advising. For the first two years of college, everyone is doing their basics that they would be taking regardless of major. Centralized advising allows students to enter and see a very broad array of class options & what is available to them.

I am so sick and tired of hearing about trying to recruit minorities and "underrepresented". This school should be focused on recruiting the best, regardless of demographics. You want to set an example, assign everyone a number at application and stop asking what race they are.

I am not sure what category to place this in, but I am a graduate of the Mays Business School and I am so pleased that we have continue to maintain and increase excellence in our school of business. In that regard, I believe that finding the next Dean of the business should is critical to keep the strong momentum going, and would ask that be a priority for your administration. Thank you for your consideration.

I am glad the Provost office will focus on academics.

I am concerned about the recommendation for a centralized academic advising program. If I understand it correctly, it sounds like these advisors will not be professors in a student's current major - it's actually not even clear they will be professors at all. It also sounds like they will be "faceless administrators" whose only job is paper pushing for changes in major. I found having a professor in my major who knew the courses I was taking or considering, who I knew personally, and who I felt was invested in me as a student was extremely valuable. I did change majors and my advisor helped me make that decision. But this was in the 1980s and the process to change majors was really simple then. Pick up form, advisor signs, drop off form. Perhaps A&M should also consider why they are making something as simple as a change in major so much more complicated these days. Or perhaps consider having both an Administrative Advisor - someone who knows the processes, requirements, etc. and an Academic Advisor that is engaging directly with students and has a deep understanding of the coursework. Both are very valuable. I do agree with many of the recommendations on streamlining the Provost Office. A&M has a Chancellor, a President, a Provost and who knows how many other top administrative roles. I doubt most students, Former Students, and some faculty could tell you what each job does. I support streamlining this matrix, defining clear roles, and holding officials accountable for delivering on the performance of their responsibilities.

I am a member of the Sul Ross Group and I feel that the recommendations that they submit will cover the things that I am most concerned about.

I always thought the goals and plan for Vision 2020 were well thought out and achievable. Please say that we aim to be a top 20 global university or at least try to be.

I agree with the study's recommendation to make the Provost Office relationship with students/student affairs more direct. Centralizing undergrad academic advising will also help promote a more student-oriented education atmosphere.



I agree with the restructuring proposal but metrics also need to be introduced to ensure that staff are efficient and productive.

I agree with the report that the Provost Office has become too big and it has been hard for me to understand exactly what the Provost can and cannot do resulting in confusion amongst former students. Often times the answer we get to questions of "Who did that?" is "The Provost, I think."

I agree with the recommended strong focus on the academic mission, but do have some concern relative to full centralization of academic advising, which could easily hinder students receiving sound advice from knowledgeable faculty in their academic field.

I agree with the recommendations - much needed to help focus on student success. Positive student responses to "Are we headed in the right direction" and "Are you satisfied" begin with these positive steps. Specifically 1 and 2.

I agree with the recommendation to reorganize the office. Makes sense.

I agree with the proposed changes. However, what I did not specifically read is that there needs to be better oversight of the faculty. I am also a parent of a current student. Parents are paying A&M to provide our children with a wonderful education. We are not paying the school to hire faculty who are indoctrinating our children with their political beliefs. I find it interesting that it was noted that "challenges of polarized politics have potential to threaten core values", and this was used with an example of fish camp yet no mention of other more meaningful things like faculty. While A&M has typically been a conservative school and maybe some thinking should be more open minded, it should in absolutely no way ever allow political beliefs of professors to come into the class room. We are funding the education of our child's particular major rather than to be "recruited" for a political side. Therefore, this department must hold the faculty more accountable to teach what they have been hired to teach and what the kids have signed up to learn. Also, I don't know where this falls into the survey results, but A&M continues the push to grow bigger and bigger. While that is fine, the school has not maintained the structure it needs to support this growth. Hopefully these changes recommended in the report will help. A good example is the Engineering Department. You have the push to have 25,000 students enrolled in engineering by 2025, yet there are many times when the kids can't even get an advisor to help them with their plan, or an advisor who gives them correct guidance (this is even applicable at new student orientation), and the registration process continues to be a nightmare trying to get the classes they must have for this degree. While I read that the advisor structure would be revisited and perhaps become more centralized, I think it is important to look specifically at the Engineering College. From an outsider, the Engineering College just does not appear to properly support the students (even though the college wants more students), which is causing a lot of unnecessary stress for poor students who are already stressed out trying to meet the demands of a very demanding program.

I agree with the need to restructure the Provost Office to focus more on individual student success. It appears that too many programs are disjointed. Creating a simple, clear hierarchy can improve communication access among the office's groups.

I agree with the logic of moving Aggie Honor System Office to Student Affairs for the logic given. The idea of centralizing undergraduate advising seems to be long overdue. As a 1981 graduate from A&M (and then a 1996 graduate from another university), I experienced many of the frustrations that seem to be expressed by today's students. Traditionally we expect new high school graduates to have set the course for the rest of their lives. That works for many. But many others (like me) had no real clear idea of what their course can be. I was well into my late 20's when I found my true passion and went back to college to get a second degree to pursue that as a career. Having "professional" advisors, I think will give students a better chance of finding the paths in their lives and increase graduation rates. I am far removed from most of other items discussed relating to the Provost Office.

I agree with the changes for the provost, particularly moving branding communications away from the office

I agree with recommendations in the report.

I agree with needing to focus the scope of the office. To have students waiting until the fall 2021 on honor code violations from the spring is ridiculous. HOWEVER, I do not agree with the need to constantly mirror the demographics of Texas. As a latina woman that is a first generation college student, my mother attended A&M for a year before getting me. During that time my mother embraced the traditions and love for A&M and knew what was "expected" of me as an Aggie. Can the same be said if we start forcing demographics and minimizing those who actually want to be here? That is how traditions are ruined, watered down, scrutinized for no reason, or worse, done with. Stop pandering

to the need to create diversity. Bring people to the university who want to be here and understand what is expected of them- embracing the traditions and core values of Texas A&M.

I agree with Recommendation 2 of providing a more centralized advising group for undergraduate students. I changed my major 3 times during my undergraduate career mainly due to transferring into Texas A&M (2 of my major changes happened once at Texas A&M) - mainly due to one being the easiest to transfer in as and the other because I was having trouble figuring out what I wanted to study. I think this would definitely allow students to sit down with someone and really think about what it is that they would like to study.

I agree with ALL of the recommendations in the report on this topic. This key area MUST be streamlined. ANY changes, no matter how large or how small, will create controversy, conflict, protests, anger...the usual array of human concerns. But A&M MUST stand firm when making changes that ultimately will improve efficiency, cut costs, and help us manage time and resources for everyone involved.

I agree the Provost's office should focus entirely on academic, faculty and staff enhancements. Student success, persistence and degree attainment should be the #1 focus.

I agree the Provost Office is unwieldy and would benefit from refocusing and shedding departments

I agree the Office of the Provost has evolved to an enormous size and warrants restructuring as proposed. Within such a bureaucracy, not only is there the issue of competition for resources and budget, serious issues within this high office can inadvertently be buried altogether. I support the creation of a VP of Faculty Affairs as proposed. However, I do not agree with centralizing undergraduate advising. The association between an undergraduate student and his/her departmental advisor is an intimate relationship, and vital to the student's academic growth. An alternative could be to develop universal standards and expectations where commonalities exist; however, the student's chosen course of study should be guided by a faculty member who is utterly experienced and familiar with that field both from an academic point of view as well as from real-world experience and expectations to succeed.

I agree that the Provost Office has been required to grow quicker than it can keep up with and should be more streamlined to run more efficiently, but there is a disturbingly higher interest in Diversity and Inclusion Programs than anything else. These special programs meant to discriminate against people who don't fit the definition of Diversity and Inclusion should NOT be the focus of this or any study, but seems to be at the forefront of this entire report. There are many more important items to be worked on and towards than trying to make TAMU like any other liberal university trying to become a socialist/communist indoctrinating factory. The reason that the demographics of the school don't align with those of the state of Texas is because the university is traditionally based on more conservative values which are NOT generally as acceptable to demographics that don't believe in them or want them destroyed. If they don't want to apply, then we shouldn't be trying to pay them or paint a picture for them that they don't want. Every organization that I have seen in the last 10 years do what is being recommended has lost its identity by scrubbing everything great about it and replacing it with the empty promise of looking just like everyone else. It is absolutely insane that people think that an organization or university such as TAMU that has no problems whatsoever with getting enough applications to continue growing extremely well for decades to come would try to change into something they are not just so that they can make numbers match what somebody else thinks they should be and then they end up losing the very base of people that loved them so much (Boy Scouts of America is a great example). It is also insane to say that we need to stop accepting talented white male students just because other demographics don't want to be at or don't have credentials for somewhere like TAMU.

I agree that the PO does too much, but you can't argue with success. After all, we're the largest university in the country. It appears that people will just be changing titles and/or bosses.

I agree that reorganization is critical to narrow the scope of the Provost and focus on academic success of TAMU students.

I agree that a refocus and new look at the student body and addressing their challenges should be a priority effort for the Provost Office. Ensuring balance of instruction and academic novelties should shape how students are prepared to enter the real world workforce.

I agree on the need to realign and centralize the Provost Office and reduce its size. The goal of this office should be on achieving academic excellence, developing students, staff, and faculty, and helping rural population around McAllen as well as other rural areas in Texas. Moreover, I would suggest that TAMU work to establish a larger presence in West Texas and the Texas Panhandle. Both of the areas have been historically underserved by TAMU, but offer tremendous potential in energy (both fossil fuels and renewables), agriculture (mostly ranching), health sciences (especially rural

health issues), and environmental issues. These are all strengths of TAMU.

[REDACTED] I am a Construction Science graduate from the Class of 1997. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I start work for Zachry in five short days. I have always worked in engineering when I was using my degree. I worked for Fluor Daniel and for Lockwood, Andrews & Newnam performing project controls. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls.

[REDACTED]

How unfortunate that there was only ONE mention of Alumni (Former Student) in the SWOT recap...and sadly in the Weakness section lamenting that you only have data on typically the first job upon graduation. What should be a huge strength is not even noted as an Opportunity to leverage the Half Million powerful Aggies out there. Also only ONE brief mention of the Aggie Network in the section on Recruitment & Retention of Undergrad students...leveraging connections with... Though not sure how you do this without once again recognizing a Legacy Application process that has alienated soooo many Aggies when their kids are passed aside in what seems to be an all consuming quest for DEI. You cast us aside when we are 20 years into our careers and wealth accumulation, really bad timing on your part. Good luck

Hi there, As a former student, (Class of '18) and a current broadcast journalist at KETV in Omaha, Nebraska, I would implore you consider making journalism its own degree and create a focus in broadcast journalism. We need more Aggies in our field. We need the intelligence and integrity that Aggies bring to the table. We need better writing, more curiosity and much more diversity in all facets of journalism. Journalists are more important than ever before. We're delivering vital information to our viewers and readers, despite the immense scrutiny we face. We need strong-minded people who can ask hard questions and deliver good product every single day. I would not be where I am without my

degree in Communication and Minor in Journalism from the best school in the world. But, I still had a major learning curve getting into broadcast from a school that does not offer any broadcast journalism courses. We could be the leader in this industry, just like we are in nearly every other industry. Again, please consider adding the journalism degree back to academics at Texas A&M University. [REDACTED]

Hardly seen by most students. They either hide or make themselves unavailable to the pawns. If you don't have accurate information from the bottom, how can you run an effective college ?

Good idea to not have conflicting goals for the Provost Office, which is addressed in the report.

Good approach to de-cluttering Provost Office and reorienting it to it's primary purpose.

Good

Giving to much authority to president

Get rid of the DEI. Period. One of the hallmarks of A&M is individual success... Fred McClure, a black student body president, when A&M was virtually all white. Henry Cisneros, a Hispanic Corps of Cadets leader. Will Hurd, a mixed race gentleman who was student body president and then US Representative. The list of successes goes on and on. The DEI efforts are meant to appease the liberals in this country. Aggies can do it on their own.

Generally, these recommendations seem to be thoughtful and worthy of implementation toward the goals of efficiency, effectiveness and gaining the necessary state of an effective "chain of responsibility" through unity and purpose and effort which, as the report points out is missing at TAMU!

From the report it does appear this office is over "burdened" and in need of reorganization as recommended.

From the outside, the last two provosts seemed ineffective with too much power concentrated in that office. Recommendations as to returning that position to academic excellence sound positive.

From my limited perspective, our university seems to be run well with a bright future. Please keep what makes Texas A&M great (Traditions: Corps, Values, etc.) intact.

Follow our Core Values and preserve A&M traditions and history from 1876 to today.

Focusing the mission of the Provost's Office appears to be a good idea.

Finding #2: According to the Office of Undergraduate Studies at TAMU, students often change majors. Comment - Students change majors - that's nothing new. So the student has to do a little work to accomplish that....that's probably a good thing. The goal of Texas A&M administration should not be to create a generation of "professional students" who change majors every semester and never reach that elusive degree. People are better off spending as little time as possible at institutions of higher learning these days.... Preparing students for careers in the real world -- that should be the goal.

Finding #2, Recommendation #2 (pages 14-15 of October 19, 2021 MGT Final Report). I find the idea of centralized advising as being unworkable and not in the best interests of students. As a former student, faculty member, Department Head and Associate Head for Undergraduate Programs (in the Aerospace Engineering Department), my experience tells me that students are best served when advising is as close to the home department as possible. Staff located in the home department (or at least in the college) know the curriculum the best and are best suited to advise students accurately and with knowledge of pre-requisites, current offerings, nuisances of the curriculum, and so forth. As an accreditation volunteer in ABET, I visited over twenty-five Aerospace Engineering programs and my observation was that advising located in the home department was by far the best and tended to deteriorate as advising became centralized. Centralization of undergraduate advising would be a huge mistake for TAMU.

Finding #2 Concerning Changing Majors. Recommendation #2 Centralize undergraduate academic advising. I see an important need to refine the system of students changing majors. The difficulty I see in a centralized undergrad academic advisor is the fact that some advisors may not be as invested or as aware of differences in one major over another. Example in the system as it is each college has advisors for those students involved. They have a vested interest and in many cases have walked out the process personally. That personal knowledge of class combinations can be invaluable to students. Decentralizing may end up with a former business major trying to help a student in CIED (if that is still what it is called). Does the system need to change? I totally agree. I believe that a whole department dedicated to

student advising would in many ways dehumanize each student. For incoming freshmen it absolutely could work. For Sophomores / Juniors or above wrestling with these choices, someone who has navigated the same system may be more valuable. Simplify the steps to change major. 1. Email your advisor. 2. Email advising office for major you wish to change to. Let the advisors make the changes. 3. New advisor reports to student. Thank you for the opportunity to respond. All other areas I read seemed like very reasonable changes to our system.

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Extreme systemic dysfunction. Lack of focus on the student and the end-customer who hires the student. No customer focus on building a quality product (student). Student experience, curriculum, and preparedness for the real world has become robotic, cold, and detrimental to the student and A&M image. Extremely poor placement services.

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Don't take good jobs and pensions from the citizens of College Station.

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Don't remove the Aggie Honor System Office to Student Affairs.

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Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

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Do not agree with centralizing undergraduate advising. There are already enough issues with incorrect advice given to students within one college; I can't see this getting better if all advisors have to support all colleges.

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Diversity is important but not surface level diversity. True diversity is deeper than appearance. TAMU does not need to change to adapt to who people are. People want to be part of TAMU because it stands for something and that makes it unique. It should continue to be what has made it so great for so long, not strive to alter it's identity solely for the purpose of appealing to more people. Suggesting that it's not diverse enough and therefore should change is an insult to people not associated with TAMU currently because it suggests they don't have the complexity to be part of a great place as it currently exists. As an educator, I see this all the time. Adjust the standards when people don't meet them. I don't like it at all. People of all colors, faiths, and socio-economic backgrounds can be successful and are welcome at the TAMU I know and love. People from outside may look at the appearance (surface level) of people and assume that is not true, but the people who know and love our University know better.

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Disagree with the finding that "As a land-grant institution, TAMU should prioritize meeting the needs of all Texans and therefore must concentrate on increasing recruitment, retention, and success of all students, but especially diverse students" (p10). TAMU may be a land-grant institution, but it is many other things as well (sea grant, space grant, tier 1 university, etc.). It is poor logic to make this assertion without dealing with the logical implications the statement. Further, it is unclear what being a land-grant institution (as opposed to not being one) has to do with "meeting the needs of all Texans" as a priority. I would argue that a priority must be on those students who are enrolled rather than those who might one day enroll. The idea that this is more true for diverse students seems unsupported. The idea of balancing the portfolio of the department makes sense (finding #1) as long as it is accompanied by a restructure of compensation to reflect lower job requirements. Agree on finding #2. Changing a degree shouldn't be so complex. In my time at A&M I actually faced departments who made changing difficult due to rivalry (engineering and business). There is no place for that behavior. Finding #3.... Finding #1 (although I disagree) that priority should be placed on meeting the needs of all Texans... Why prioritize McAllen, one of the more extreme locations in the state. And what does this elevation look like (TAMU Galveston level, or something else).

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Construction science must remain with college of architecture. VIZA could move to new college of arts and sciences, but a program specifically for architectural visualization and rendering should be created in its place within the college of architecture.

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Consider creation of a museum for historically significant but politically distracting statues / institutions to address conflicts over our culture, diversity, equity, and inclusion. Sully in a museum would satisfy this member of the Class of '69.

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Congratulations on taking a very public and transparent step in engaging the consulting team to do this survey, and requesting feedback from so many. It is time to run the university like a structured business, and this is a great first step.

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Concur that the provost needs to be streamlined. My son had an issue this year and had conflicting guidance from counselors, the provost, and others on how to resolve the issue. Cost him his Army OBC date, now unemployed (ish) until a new one is done.

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Clearly, the issue is management of success. A&M's unprecedented growth has provided new challenges for the entire administrative structure at A&M. Change is often difficult and entrenched 'culture' can take considerable time to transform to a more efficient system. Only when those in leadership roles take the initiative and the "risks" in meeting

the challenges will true, sustainable and transformational change be accomplished.

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Change may be needed, but that change should be based by what works and is required for TAMU.

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Centralizing undergraduate academic advising may provide a good opportunity to eliminate redundancy and waste, but I'm concerned it might also make it difficult for students to get access to the academic advising they need or desire. It's my understanding that current students already have issues with access to advisors. Centralizing advising may worsen that bottleneck.

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Centralizing undergraduate academic advising is a horrible idea. The College of Engineering did this my freshman year, and the advisors end up having very little knowledge of the specifics of each individual program.

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Centralizing the presidential powers is great as long as there are checks and balances to micro-management, oversight, and over stepping.

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Centralizing student advising not a good idea. Undergraduates need to have specialized academic advising by those who know their fields. This risks watering down the expertise.

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Centralizing and streamlining under the provosts office makes sense if you have the right person at the helm. A good number of tasks and departments can be handed off to others so the Provost can concentrate on student success.

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Hiring a former student / an Aggie is probably the most critical decision you can make. Can we stop hiring people we train, they do damage to our university and then they run off to another school. Hiring someone who is dedicated to TAMU and understands what it means to be an Aggie is a MUST.

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Centralizing academic recommendation number two it's based on a lot of assumptions. Centralization of academic advising would cause a lot of disruption in departments all around campus. Each department has a different way of running their advising and obviously not everyone has a clear method to their advising but it doesn't mean that there are departments that don't have a well run advising team. Having a centralized advising team would not benefit students in the long run because the relationships with advisors would not be as strong as the ones that they have now with their current ones. Some departments don't even require other advisors to meet with students every semester and obviously those kinds of relationships are not built because of that. On the other hand we have departments that go above and beyond to meet with their students every semester to make sure that they are on track to graduation and to make sure they are doing well overall, outside of academics. Many of the references to successful centralized academic advising that are made throughout this report are from universities that have students with enrollment incomparable to our university of 70,000+ students. In addition things from many years ago that aren't as current as they should be. We need to be unique in our university as we claim and not go with what other universities do because we can't be compared to them because of our size and just the unique A&M experience. I will refer to some of our core values at Texas A&M, first excellence as I quote Dr. Robert Gates "Excellence stems from a great sense of pride in who we are and what we believe in." Leadership another core value. If we are being asked to provide feedback in a limited time window with not a lot of information as to what will happen next it doesn't show the character of an Aggie as a leader. If we want to be acknowledged as one of the best universities it has to start with students, faculty and staff the CORE of the university. These are the people that will be affected the most and they have the right to speak up about their feelings.

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Centralizing academic advising is a wonderful objective.

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Centralized undergrad advising: Over-centralizing this service may hurt a student's search for the right academic direction. I would hope the advisory service would become a clearinghouse for the opportunities that A&M offers with points of contact in the varying academic programs so students can meet one-on-one with an advisor from each department prior to making their decision. A one-size-fits-all approach would be detrimental.

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Centralize undergraduate academic advising - As long as the students are able to easily access an advisor, this would be fine. If this change adds a layer of people that stops the student from getting the advisory they need, then this should not happen and it should be left as is to each department advisory. My daughter Class '23 needed to change majors early in her Freshman year and then needed her advisor for academic planning in her Psychology major. She was able to easily get assistance. Again, if this move creates another layer of people students have to go through, it could deter the students or make them give up trying to get through the "red tape".

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Centralization vs Decentralization. The neo-socialist and classic Marxist philosophy of centralization has proven time and again is flawed. I can understand a new President (while a ten year employee) Ms. Banks is not an Aggie. She is a student of Purdue and NC Chapel Hill however her academics and understanding of A&M, is former students and

traditions/expectations is not Texas A&M. Being a check cashing employee does not provide her our insight. In the Regents insight (all are political appointees of current and past governors) many too are not Aggies. As our University Presidents come and go, centralizing operations while it may "improve" centralized planning it will not necessarily improve innovations and implementation. A&M's strength has been in its individuals and loyalties. My conclusion: allow the tried and true to work. Forget cliches such as efficiencies in planning. As far as demographics of Texas and student body. Equity and equality does not exist in real life. The strong survive and prosper. The weak fall back. The provost office has no duty to recruit "like Texas". Every individual has the opportunity to apply to whatever University, College or Trade School they desire. As A&M our traditions and success are paramount. We accept those who carry our thoughts and desires and wish to be a part of them. I read the Provost Office seeks the "inclusion" of a traditional liberal. Perhaps it is time we refocus the Provost Office to what is best for success and not so much on watering down that they seek to be mediocre. Regarding organization chart. The Provost should focus on understanding the missions of Dean, the community it serves, Student needs and contracts to fulfill. The Dean is far better in understanding the needs of the Community it serves. Centralized planning has never worked: neither in academic theory or real life. Looking at the Provost, there are a lot of heads crying out for early retirement and layoff.

Centralization is good on paper, but being the first or second largest University in the country this doesn't seem like the best idea. Our individual colleges are already larger than many of the Universities we were compared to. Each group should be trusted to run their own affairs.

Based on the organization chart comparison, it does seem like the size and the scope of the office is far too large to be effective when compared to other institutions or even private enterprises. Given the sheer size of Texas A&M, it would make logical sense to separate out departments and duties as recommended.

As the business world must periodically review their operational structure, so too should public service organizations such as universities to see if departments need to be reorganized as responsibilities and challenges change. If the students can be better served and the efficiency of the Office improved, the proposed suggestions should be implemented. Regarding students changing majors, consider having students wanting to change majors to take an interest survey comparing their talents and areas of curiosity with individuals who are currently employed in those fields and happy with their work.

As a member of the Texas A&M University Press Advancement board (which for years was overseen by the Provost Office), I have witnessed continued turnover of Provosts and I have witnessed an unwieldy administrative load on the Provost staff. I agree with the study's recommendations.

As a former student, but a professor at another university, I would not like Faculty Affairs to be separated from the Provost Office. Academic Affairs should oversee all aspects of the faculty since their entire fate is in the hands of this administrative unit. It appears that there is a desire to strip power from the Provost based on past issues, but take care that the decision to reorganize is not based on a person rather than on organizational issues.

As a former student, I don't feel qualified to discuss the organizational structure of this, or any other, office. I can say that A&M is a HUGE university and my son, who was enrolled in 2016, got lost in that hugeness. He tried several times to change majors and ultimately left the university even though his grades were fine. He just felt unsuccessful in his attempts to navigate the opaque and confusing processes that were required to find his place at A&M. Perhaps I should have been more of a helicopter mom, but if this office is supposed to help students be successful, I can tell you that they were not there for my son.

As a former student who has been away from the University for a long time, I do not pretend to understand the complexities of the Provost Office. However, I do know that as organizations grow, change is needed to accommodate that growth in order to maximize efficiencies. The report seems to make recommendations that do this.

As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of

how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments. Not only would it be horribly inefficient for all of these departments to duplicate their courses, but silo others within funding efforts.

As a Hispanic, Mexican American, first-generation college student, I can tell you that we are a very prideful people. We do not want to be coddled. Challenge minorities to rise to the occasion, but do not treat us like we are stupid or that something is wrong with us. Show up where we live, visit our homes and communities, but do not lower the bar for us. Do these things and you will see admissions from Hispanics (and hopefully other minorities too) climb through the roof. Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

Architecture is a team profession you're taking away a lot of our required team i.e. construction

Appreciate Mark, and now Tim, and the staff.

Although I agree with all findings, I can relate the most to finding number 2. I changed my major twice while at Texas A&M, and it was not a smooth transition. It is a large ask of an 18 year old to know what they want to do with their life!

All recommendations seem logical and would benefit the university

All of these recommendations seemed good to me. Much easier to understand the organization.

Align and define your mission, vision and goals. Industries in the state of Texas should help drive these.

Agree. Provost's responsibility should be solely academic life of the university.

Agree with the report findings; the function of the Provost Office have expanded too much and become cumbersome. These need to be streamlined and refocused as the report suggests.

Agree with the recommendations from the report

Agree with recommendations.

Agree with recommendations

Agree with most recommendations

Agree with assessment, too large to accomplish missions.

Agree that focus should be on academics

Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

Academic advising needs a lot of help. Some colleges are doing an amazing job while others are struggling to meet the needs of students. Taking away the positives from those colleges doing well seems unfair. Why not simply take those best practices and put them in play across campus. I want advice from someone who has a real working knowledge of my degree program, not someone who has basic knowledge of the university by no specific knowledge about my degree. TAMU is too large to even think that any human being can have detailed knowledge, and therefore be able to properly advise students in specific areas. Streamlining the way in which students change majors is a good move, but destroying currently thriving advising departments is ridiculous!

133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.



1. Centralizing of advisors will make it HARDER on students, not easier. Already, with the asinine 25k by 2025 Engineering goal, Engineering students rarely get meaningful help or feedback from advisors. This already results in too many students needing the same prereqs at approximately the same time, and with a lack of engineering counselors already, even getting forces and/or more sections opened is very rare. I don't think administration or overpaid consultants truly appreciate how frustrated current students and parents of students in the College of Engineering are with overcrowded, understaffed, and underserved experience.

"The demographics of student enrollment at TAMU do not currently mirror the demographics of the State of Texas." What does the demographics of the entire state of Texas have to do with university student enrollment? A better demographic measure of the student enrollment is to measure the demographics of the eligible high school graduates in the state. The university is dependent on the performance of all the high schools in the state and that varies considerably. The university can only work with the available high school graduate pool. "prioritize meeting the needs of all Texans" - TAMU needs to prioritize meeting the needs of the employers in the state. Employers need competent graduates who can contribute to growing their businesses.

"The demographics of student enrollment at TAMU do not currently mirror the demographics of the State of Texas. As a land-grant institution, TAMU should prioritize meeting the needs of all Texans and therefore must concentrate on increasing recruitment, retention, and success of all students, but especially diverse students." This does NOT matter, the most qualified students should be accepted; nothing else matters.

"Large portions of the interview and survey audiences were conflicted about the university's culture and diversity, equity, and inclusion (DEI) efforts." I am more than conflicted with DEI. I find DEI to be a secular creed hostile to traditional creeds and beliefs. While DEI sounds appealing, DEI efforts undermine the educational function of the school creating a campus climate antagonistic to education.

## Provost Office - Other

Please provide your comments related to the Provost Office:

- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose “blue collar”, “1st generation” and “make it happen” students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC's influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC's influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

none

n/c

You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

You should completely abolish the Provost office. I've never seen anything positive come from them. They have absolutely no clue whatsoever what they're doing when it comes to IT issues and are generally worthless in their other areas as well.

You have got to be kidding! This is a stupid move to combine geosciences and sciences with liberal arts. What's the true motivation behind this?

Very nice recommendations to enhance the effectiveness of the Office of the Provost. Focusing the Provost as the academic leader of the university bring clarity to the roles and responsibilities. I really like the focus on student success and that can be carried through to the colleges, Deans and our academic student success centers. Second, student success is elevated across faculty and staff. I always communicate to our faculty and staff that our students are the most important people on this campus!! Without our students, we would not exist.

Very encouraged regarding the recent change in that department...a positive move

The training that Money Education provides is crucial to the future financial success of your students and making face-to-face meetings more possible is critical. Please consider adopting the recommendations on page 41 of the report.

The report mentions that the student body does not match up with the demographic makeup of Texas. I would ask if this is significant. Does the university want to make up numbers just for numbers sake or to bring in the best of talent of students who want to be at TAMU.

The process for a student to change majors is WAY TOO COMPLICATED. It must be made simple and it should not discourage a student from doing so. It is rare for a student to enter the university as a freshman and have their entire collegiate career mapped out.

The plan to centralize undergraduate academic advising is very much needed. As a parent of a current student, I read about the vastly different experiences students are having depending upon their major. My student has been dealing with BIMS advising. It has been a very disappointing experience.

The Provost's Office has become a large unresponsive bureaucracy. Restructuring is highly recommended so that primarily deals with academic issues and not operational issues.

Rutgers Meteor is ranked #29. MGT is suggesting that our #2 program follow a #29 lead??? IF you move Meteorology it should be in College of Engineering, as the degree requires massive amount of engineering courses. And many other STRONG, highly ranked and respected Meteor programs are College of Engineering Programs.

Related to the recommendation to centralize undergraduate academic advising: My sophomore cadet has had a frustrating and confusing experience in an attempt to talk to academic advisers to talk about the direction of his course plan. In one case, one adviser told him one thing and referred him to someone else, who told him something different. And an attempt to schedule an in-person appointment with an adviser in an attempt to clarify the steps he needed to take was met with resistance, with the person saying she was too busy to meet with him and he should just email his questions. I'm not sure if "centralizing" advising would help in this case, but something needs to be addressed so that your students' concerns are given priority and in-person meeting requests aren't rejected outright. His experience alone seems to indicate incompetence and apathy on the part of the university to which I'm sending a large sum of money each semester. That should be unacceptable.

Proud of themselves, unnecessary instances of overreach. This is c/w the leadership of the board.

Pick a few strategic initiatives and keep focus on application of differential resources to move the dial on these.

PLEASE PLEASE PLEASE keep the advisors within the specific colleges. Let them be subject matter experts. That is what the students rely on. Being department specific also allows them to build relationships with the students. In a school as large as A&M, the major and college specific advisors is critical to make it feel personal. I believe it would be a huge mistake to centralize the advising. I think it will make students feel like a number instead of a person and keep advisors from being able to be as effective.

On the recommendation to centralize undergraduate advising, I see both pros and cons. There are obvious benefits to having advisors who are well versed in many programs give consistent advice, and follow the same procedures. However, advisors are intricately connected to the departments they support, including the staff, faculty, and department heads there. Separating advisors from departments would still require strong and structured relationships with the department. Additionally, if all advising were located in the same building (or in a few buildings), this would likely disincentive students from stopping by advisors casually or on their way to class which would definitely make the

advising experience worse. Also my experience with student services makes me think that students will miss advising appointments more, even if they are required, which will lead to additional flags and hurdles for students retention. In conclusion, I think the necessary adjustments to create a cohesive campus-wide advising system can probably be achieved without centralizing all undergraduate advising, and a the proposal to centralize advising does not address the necessary and complex advisor-department/college relationships that must be maintained and would need to be formalized in the new model.

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Office of Diversity - Moving the Vice Provost for Diversity under a new Vice President for Academic and Strategic Collaborations is a step back in the diversity efforts that this campus is making. The Vice Provost for Diversity should be a higher-level position that helps enforce the importance it has on this campus and in turn aid in the recruitment of more diverse students, staff, and faculty. University Libraries - The University Libraries is an interdisciplinary, academic college that should remain under the Provost Office. More on this in the Academic Realignment section.

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None

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NA

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N/A

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N/A

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My last assignment as a TAMU employee was in the Academic Affairs Business Services (AABS) Office, Division of Academic Affairs under the Executive VP and Provost. Karan Watson was the VP. I was forced to move from Information Technology to this division due to the decentralization of Information Technology . This ultimately led to my retirement earlier than planned. I was a PhD, Leadership Trainer and Developer under Dr. Pete Marchbanks, and was effective in developing IT supervisors as well as the VP, Dr. Pierce Cantrell and his directors. More on this topic will be found in the Information Technology section below. The Division of Academic Affairs didn't know what to do with me (even though they could have used extensive leadership development at all levels of leadership). It seemed to me that Dr. Watson's biggest devotion was to Diversity and Inclusion. As a married gay woman, this focus seemed quite biased, and she was married to another trainer and developer who got her more than fair share of "business" in the division. People in her division were largely fearful of her, in my opinion, as she was so strongly focused on the Diversity and Inclusion mission. No one dared voice their true feelings about the subject if they opposed it. One of the jobs I was handed was as the AABS representative to the Diversity and Inclusion Committee that reported to the division committee. This was a mission that I was not happy with, as what it represented was contrary to my religious convictions. I had been a member of AABS for about eight or nine months, and asked my supervisor if I might be removed from that assignment. She got the director's approval to reassign me from that role. Approximately one or two months later, my position was written out of the division's organization without warning. AABS didn't know what to do with me from the very first day, and I was informed that they weren't used to paying people what I was paid. Even though I was promised a leadership training and development role (I had designed a program and plan for the role), I was never allowed to implement it. My last impression of this division was that their major focus was on Diversity and Inclusion to the detriment of the other missions. Of course, Dr. Watson was later fired from her VP and Provost position. My impression of that division was very negative afterwards. Had IT not been de-centralized, this situation would have never occurred. (see comments regarding IT in the IT section below) One final comment: In IT, I had the VP's permission to speak on his behalf to his directors. He trusted me that much. In the Division of Academic Affairs, I wasn't even allowed to speak with directors without the AABS director's ok.

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Libraries should remain under the Provost's Office since the Libraries are integral to academic success and access to study materials.

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It looks like the Provost Office is being greatly reduced. Some changes make sense (removing IT, etc). Others do not (Faculty supervision). Either the Provost is the head of academic affairs or they are not. If they're not, do away with having a provost. Centralization of advising is a stupid idea. Sure, it will be easy to transfer, but at what cost? The advisors probably won't know the students that they are advising (too many students per advisor), nor will they probably know the programs well enough to make meaningful suggestions to students.

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It is our position as the Landscape Architecture Professional Advisory Board that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning

and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

It is certainly true that the Provost's Office seems to have been involved with too many peripheral functions, so reducing their activities to concentrate on academics is, in general, a good idea. I am not thrilled, however, with the idea of removing the Dean of Faculties and the associated workload, since it is the faculty that are the main contributors to the academic success of the university. See my additional comments below.

I've always felt the Provost Office was bloated. And I know exactly why. Now that there's new leadership, maybe that will change.

I'm not 100% sure where the comment belongs, but I'm disappointed the report did not address systemic racism, especially prevalent in the Corps, as well as the fact that this is 2021 and the ENTIRE military is gender-integrated, but the Corps of Cadets continues to have all-male units. What does this teach these students? That it is OK to exclude half our population? That it is OK to embrace male supremacy? Something else? This absolutely needs to stop along with the racism. Come on man, let's get your act together and address these issues.

I think centralizing undergraduate advising could be detrimental to the success of undergraduate students and departments alike. For students, this centralization moves them away from specialized advising that is founded in the field that they are exploring. For departments, this could be a barrier to successful advising of students as well as exposure for smaller departments. Instead, incoming students and undeclared students should have general (or centralized) advising to help them explore career and academic paths. Once declared their advisor should change to someone that is within the department or college.

I really like the idea of an overarching organizational chart for the entire university that is located in one place online. This would give a better understanding of how everything fits together instead of having to research every college/department individually and not seeing how they tie back to the main campus branch

I am writing in regards of the transition on construction science to engineering. This is not right at all. How are you going to change my daughters and other students Career in the middle of their education. A&M had construction as engineering and it failed. Construction is ranked in country and you guys want to move it? This is unexplainable. This is my child's career and other Aggies that you guys are messing with. I unapproved of this. If you guys want to make engineering better find another way. If y'all want Construction Science to be better then help them and give them the funds. Why mess with an amazing career like that when it has been very successful in the college of architecture. My daughter has been dreaming about this for a long time and you all going to mess it up for her and all the Aggies that has the same dream as her. This is unacceptable.

I am new to Texas and applied for many jobs at Texas A&M and yet I only got called for one job, and it was required for degree and or experience. The man on the phone I don't think ever reviewed my experience. And called to tell me HR said I had no experience or degree. He seemed determined that his call was to tell me why I could not be hired. Was it my race? Or my last name? I have experience? I felt he dodged any future questions on hiring minorities for this job. I'm disappointed in what I clearly found he was just hiring who he wanted to hire.

I am concerned with the lack of advisory staff. My student signed up for advise on virtual visit and 2 minutes of the advisor's time.

I am concerned about the recommendation to centralize undergraduate academic advising because it is very difficult already for motivated students to find helpful advice. Academic advising focuses on moving students through requirements on the easiest path possible. While some students may be looking for that path, students who crave academic challenge are underserved. I fear that further centralization will result in even more generic advice and fail to provide good service to the highest achieving students. My freshman attended an honors advising session in the engineering college at NSC. Even within that "specialized" session, he found the advice unhelpful. Students were uniformly advised to repeat math and science classes rather than accept AP credits and move on to more advanced studies. Students were advised to limit their course loads to 12 hours. He went against that advice, took more accelerated math, is carrying 16 hours, and has excelled. He is frustrated that his schedule is not more challenging and plans 19 hours in the spring. His required advising session for spring was equally unhelpful to him. His advisor questioned why anyone would want more challenging classes. He has sought out advice from professors and visited departmental advisors to attempt to find better advice with some success. I can only hope that he will find more connections with other motivated students and engaged professors as he moves into his second semester at TAMU.

I agree with the premise of transferring out of the Provost Office those superfluous units/responsibilities that have little or no relevance to the core purpose of the chief academic officer.

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I agree with the findings to streamline the Provost Office. This will allow the Provost Office to focus on faculty affairs. However, I encourage the Provost and faculty to find ways to stay informed with student affairs.

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I agree that the main focus should be on academics. Students deserve a better experience with academic advisement, in other words advisors should be well informed on degree plans and they should provide better availability to the students.

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Growth has been prioritized over a quality educational experience. The students do not seem to be valued except for the tuition they bring in. I love my school, but things are much worse since the strategic plan to be gigantic started.

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Get rid of the yell leaders. They are creepy.

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Dr. Tim Scott is VERY thorough as well as his staff which were a needed avenue for my struggling student which had run into many brick walls upon reaching out to others.

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Based on the review conducted it would be beneficial to remove many of the current areas of oversight out of the Provost office as they are not directly supporting academic or academic success. I agree with the evaluation and suggestions made.

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As a retired TAMU: tenured faculty member; masters program coordinator; endowed professor; research center associate director, University Grievance Committee chair, faculty senator & College of Architecture faculty senate caucus leader, I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

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As a professional academic advisor, I have seen various methods of how advising can be conducted across campuses. I think a certain level of centralization is helpful and necessary, but I also think there is great value in departmental advising that is flexible to meet the needs of the various programs and students. I think the recommendations given in the report were too restrictive, and something in between the current process and the recommended structure would be best. I worked with the Blinn TEAM program for 2+ years and found the Change of Major process at TAMU to be horribly organized. The deadlines are different across campus (even though they have supposedly been aligned recently -- in reality they have not been). Getting a process like that standardized would do a great deal for students and help them not need to go to so many offices to change their major. I also do not think it is a bad idea to possibly implement a freshman/decided/deciding majors advising center that students can participate in for their first year (similar to how general engineering is set up, but for all majors). More research needs to be done about when students primarily switch majors and focus on those timeframes and how to meet those students' needs. The TAP office could be expanded to meet this need for first year students.

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As a parent of a freshman in honors engineering, we had no concerns for our son's ability to handle the coursework at TAMU. What we did not expect was the amount of pressure these students feel to get perfect grades in order to get into their desired major. We were also unprepared for the challenges engineering students have in getting into classes, finding a place to study in the engineering buildings, and scheduling advising appointments. It is frustrating to hear TAMU talk about accepting more engineering students to meet a 25,000 student goal, given the lack of availability of resources for existing students. Providing a sound education for existing students should be the priority. TAMU has tremendous academic resources but the accessibility is poor. The excessive number of students even makes it difficult for many students to join a club. There is a major crowding issue on the College Station campus that seems to be impacting the educational process and resulting in a dwindling percentage of students who can graduate in 4 years (60%). Student population growth may need to be halted until this can be addressed. I would like to see an urgent care model in student health services on campus, given the lack of resources available in the BCS community for this very large campus. Students with chronic conditions can plan ahead and likely would do best having an off campus physician but students who are suddenly ill need to be assisted in getting quick care - for their own benefit but also to help prevent a widespread outbreak of a contagious illness on the country's largest public university campus. At this time, students who are ill may be unable to get themselves to an off campus clinic or ER and prevention of illness spread is critical in a dense living community. I really hope that TAMU has an emergency plan for medical care, should there be a catastrophic event because the system is already overtaxed and no one wants to be the one who can't get life saving measures when and if they are needed. During a pandemic, I am happy to know that online learning options (recorded classes) are available should my child become ill or if the threat level increases. However, outside of a pandemic, I do

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not like the idea of online only classes. I was surprised to find out that my son will have two online-only classes next semester.

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Agree. The Provost's Office has been a dumping ground. Many of those operations should be cancelled. We need to ask: Why do we need this item? How much money could we save by deleting many of these activities?

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Agree with the changes. Much needed. Some external optics - Every email I receive that shows new leadership appointments of all white older men I cringe. It is now a running joke in my family, which includes two daughters that are current engineering students.

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Agree with recommendation 1. Do not agree with rec 2. Agree with rec 3.

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A huge reason students choose A&M is for its traditions. It saddened me to see traditions mentioned as a negative. Students have choice, and if they don't want to participate and respect the traditions of the university then maybe another school should be their choice. Everyone is welcome and welcome to partake or not in the traditions, however traditions shouldn't be change in order to try and appease all groups involved. Please don't fall victim to the current climate in this country and attempt to change what has been part of this institution since it's conception.

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Reorganizing the Provost's office could be a good idea, providing the workload of other units aren't dramatically increased. In the near future Banks will be calling the shots and weakening the provost is one way to gain more or less total control.

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Among the list of units to be moved to the VP for Academic and Strategic Initiatives is Diversity & Inclusion. However, the proposed organizational chart does not show a Diversity & Inclusion Office, but it does include a VP for Diversity. Yet there are no units reporting to the VPD which raises multiple questions about continuity for some of the the Office for Diversity's current functions that do not seem to be accounted for in the proposed unit reorganization. For example, under this reorganization, what will happen to the President's Council on Climate and Diversity and the funding support it provides based on its evaluation of each college's annual Diversity Plan Accountability Report? Since 2013, the Galveston campus' IDEA initiatives have turned almost entirely on the funding support provided through the PCCD's evaluations. What unit(s) might sustain this work of holding colleges accountable for providing climate and equity initiatives? While the proposed and existing recruitment and retention offices (existing ADVANCE, proposed Faculty Recruitment and Retention for faculty and the proposed Emerging HSI office for students) obviously address recruitment and retention, climate and equity provide the foundation for success in both. What will be the accountability mechanism for climate and equity within the proposed structure? Would this fall under the VP for Diversity's responsibilities? The proposed structure is an unusual one in comparison to TAMU's peer institutions.

## Q45 - Please provide your comments related to Faculty Affairs:

### Faculty Affairs - Faculty

Please provide your comments related to Faculty Affairs:

The intention might have been to elevate faculty concerns, but faculty members I've spoken with see the proposed change as an effort to limit their concern. They see it as a deterrent. Everything we say from the President to the Vice-President, and faculty will be worried about retribution. The faculty need an independent Dean of Faculties and Vice-Provost. In the past ten-12 years, that office has been nothing but a Vice-Provost. The Provosts, in other words, captured the DOF. Faculty need and deserve an advocate who is not in the President's cabinet.

No opinion.

no special input

Rationale 1 for creation of a new VP of Faculty Affairs position relates to "much needed infrastructure to better support faculty appointments and tenure and overseeing workflows and committees." How will potential changes to the infrastructure impact the professional schools who have college-based Faculty Affairs offices coordinating with the main TAMU DOF? What impact will the focus on faculty pipeline strategies/outreach, for example, have on affiliate (non-university employed) clinical faculty who hold appointments within the College of Medicine? Affiliate clinical faculty with appointments in the COM are valued members teaching our learners in undergraduate medical and graduate medical education. It would be helpful to have a faculty member (maybe starting in an ad hoc position) who is familiar with affiliate clinical faculty issues to be involved in the discussions of potential changes in the faculty affairs infrastructure. While affiliate faculty will not have any say on issues related to TAMU-employed faculty, at least knowing the policies/procedures that would enhance university-employed faculty appointments/promotions/retention, etc. could help in refining and/or streamlining similar offerings and resources for affiliate clinical faculty who hold an academic affiliation with Texas A&M. Such knowledge could lead to an exchange of learning about the needs of affiliate clinical faculty (both unique and in common with university-employed faculty) with members of TAMU outside of the COM.

None

This section is incredibly short and unable to be evaluated fully. I appreciate the focus on retention and on addressing racial representation among the faculty. But there is no evidence in this section that shows this realignment will be successful to those stated goals. In fact, the emphasis on faculty of color is not represented in the organization chart, which is lacking a diversity office/coordinator/officer. Most research on institutions shows that without an empowered position such as that, diversity initiatives will fail.

Curriculum still belongs to the faculty. The value of the APT faculty must be kept toward the success of our University for academic integrity and excellence of our students

Someone who oversees faculty retention and Recruitment and oversees the tenure process seems like a good idea.

While it sounds good to have something like the Dean of Faculties functions higher up in the President's "Cabinet" the reality is DoFs usually come from the faculty and have much institutional memory. I would propose that DoF be chosen directly by the Faculty and would be democratically empowered to be an advocate for faculty and not have to balance the boundary between administrator and faculty as they address sensitive issues.

Moving the Department of Visualization to the new School of Visual and Performing Arts makes sense.

I worry about the loss of shared governance and feel that it is critical to allow faculty to continue having a say in the operations of the university.

Again, eliminating the Dean of Faculties appears to be the nail in the coffin of any shred of faculty governance. Creating a senior administrative position adds more administrative bloat and eliminates faculty voices.

I worry about the myriad ways in which this report consolidates power in the President's office at the expense of faculty governance. I believe that faculty governance and the academic freedom it helps ensure are the lifeblood of a public university. Without those things as guiding principles, I have a hard time seeing how the university maintains some

degree of independence from political winds and produces knowledge accessible to all.

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The report's critique the DOF offices was unnecessarily mean spirited. The DOF offices has worked tirelessly to support and educate faculty, especially APT faculty. I suggest the DOF, or faculty affairs, be located under the Office of the Provost. While agree that processes for tenure, hire and promotion could be streamlined, this is the nature of academia. If APT faculty are to garner respect, they must be positioned through mechanisms of shared governance. I am not unfamiliar with a more "corporate model" of employment --- and in some ways I would welcome that! Faculty should be promoted, retained, evaluated and rewarded based on equal foundations --- be it research, teaching and/or service. The emphasis on research has taken it's toll on teaching and service to the detriment of our students. At other institutions, such as University Kentucky, a faculty member can elect the percentile distribution of their effort in advance, and be evaluated on that effort. No faculty member should have 'step-down' from a tenured position simply because they are student focused and love teaching! The simple notion of 'stepping down to APT' creates a class-divide and affects climate. The CTE currently supports faculty with knowledge that is grounded in best practice. It should not be merged with IT or subsumed under student success. How the Faculty Senate elects its representatives is none of the President's Office business.

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1. There are huge disparities in faculty salaries within departments (e.g., ECEN) which should be proactively addressed.
2. "Temporary" administrators like department heads receive an extra stipend which is supposed to end when they return to just a faculty role, but many times the salary bump continues, contrary to university policy.
3. It is vital that dual career support be provided to APT faculty candidates as well as as TTF: especially in engineering disciplines there are relatively few highly-qualified APT faculty candidates so they are very hard to hire, and dual career support can tip the balance. (The DoF office refused.)
4. Rather than mandating 50-50 APT-TTF Faculty Senate ratio, directly reward Faculty Senate service, e.g., with a 1-course reduction in teaching load. This will attract more TTF, who currently are often told by their departments to minimize university service and focus on research to gain tenure and promotion.

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The report stated there is .."a lack of clear, proactive, faculty development". This seems to be shortsighted relative to the recent efforts in the Office of the Dean of Faculties and the CTE to promote faculty success through evidence based approaches to faculty development [redesigned New Faculty Orientation, redesigned New Academic Leader Orientation, new Transformational Teaching and Learning Conference, redesigned Roadmap (for pre-tenure faculty), new GPS (for APT faculty pursuing promotions), new Got Tenure, Now What? (pursuit of full professor), new Faculty Conversation Cafe, new Mid-Career Faculty Learning Community, new Academic Leadership Academy, new APT to Lead, new Faculty Mentor Academy, new Leading a Mentoring Culture, new IDEATE learning community and IDEALS learning lab (promoting scholarship of teaching and learning for faculty), new Presidential Transformational Teaching Grant, and redesigned Department Head Development Series] (\*note, "new" or "redesigned" refer to since the investment in a focus on faculty development in 2017). These programs are gaining momentum and are quite well received by the faculty. No doubt that an institution the size of TAMU can benefit from more and different forms of programs as well. But my feedback is that it would be a shame to lose this momentum, the work climate benefits, and the institution specific feedback incorporated across the development of these programs.

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The Dean of Faculties should not be eliminated, but should remain as it is. This office is an unbiased resource for all faculty, and a vital point on information and guidance. To dissolve it is an indicator of the disenfranchisement of faculty. This may be of particular resonance for female faculty, or faculty of color.

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I am extremely concerned about replacing the Dean of Faculties (and the surrounding structure) with a VP. A VP is not subject to the same appointment/replacement/review procedures as a Dean and instead reports directly to the president and serves at the pleasure of the president. In addition to removing the guarantee that the person in charge of faculty affairs is an academic, it also seems like this change will gut any semblance of shared governance that the university still has.

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In connection with my role as senior associate dean of Texas A&M University School of Law, I, along with the dean of the law school, prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

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Concerned that so many of the places that have academic functions moving into an administrative window. Will there be discussion of how the roles and responsibilities of how these would be met in a new configuration.

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In the last few years, I have been impressed by the range of faculty professional development offerings targeted at all tracks and ranks. I would hope that this trajectory (and attention to all tracks and ranks) will be continued.



What specific dissatisfaction with this current position gives it a supposed negative reputation on campus? This report does not give me enough to side one way or the other on this move.

Creation of VP for Faculty Affairs with budget authority is a good move. But we need to make sure that this new person plays well with Provost, VPR, VP for Diversity, and CFO.

It is unclear from the report what the responsibilities will be for the new Vice President of Faculty Affairs. It reads very much like the current Dean of Faculties. It is unclear who will be responsible for CAFRT and grievances.

We should keep DOF and strengthen it to protect faculty rights including APT faculty.

How will eliminating the Dean of Faculties position and moving its functions to the VP of Faculty Affairs affect the processes for promotion and tenure, and faculty development leave? Will these processes truly be more efficient and transparent? How will the VP for Faculty Affairs work with the Office of the Provost and the VP for Research?

Good idea, but I think should stay in the office of the provost or makes sure the provost office has inputs on the tenure and promotion matters. DEI efforts are more than just for faculty, it is students and staff as well. I think creating a VP for DEI would be better at showing the universities seriousness in DEI

☐ While it may be an admirable goal to elevate the dean of faculties position, many faculty do not see it that way. Since that position is deeply involved in the promotion process for all faculty, whether tenure track or academic professional track, faculty believe it should be closely aligned with the provost's office. To move it without clear guidance for how the promotion and grievance processes will be handled and to what degree the provost will be involved in those processes is problematic. Furthermore, faculty believe they should be involved in the search for the person to fill a position so critical to their well-being.

I have no faith/trust that a newly-created VP of Faculty Affairs will actually do anything to enhance faculty hiring, retention or promotion. It sounds like one more "good old boy" reward position vice one that will actively promote the faculty. Was the faculty ever polled on it (not just a select few, I mean the entire faculty body)? Will the faculty have any actual voice, or is this simply another fait accompli? Pretty sure I know the answer...

As long as the functions are moved there and not lost, it makes sense to me.

If you are trying to follow what peers are doing, then it does not make sense to move Faculty Affairs (however it is organized) into the president's office. First, this is not what our peers are doing. As far as I can tell, there is no such office in the president's office. They are all located within the provost's office. And that makes sense--this office is about academics and thus should be in the office that is the highest academic office. Second, moving the position into the president's office would make it a cabinet position and allow it to be a position solely appointed by the president. This would be a terrible move not only for the optics (optics still matter) but also for the implication that this position is not one that represents faculty. If there is an issue with how the office is currently operating, why not just state that rather than reorganize with extreme upheaval. Also... wow did you get some things wrong about what the DoF office does and does not do. And wow were those comments about the office uncalled for.

This concerns me since there is no SAP requiring involvement of the faculty in selection and retention of vice-presidents. Without that clarity, this move could be problematic and the faculty have no input.

The key feature of unit that reports directly to the President regarding faculty affairs is that the individual in charge must be a person that has come up through the faculty and achieved the rank Full Professor. They must also have some administrative background, but not necessarily a background of Department Head or Dean. Many times individuals in these positions lose touch with the faculty. Not a good thing.

On the face of it, this seems like a good idea. But, faculty affairs also needs to include research and not just HR/administrative matters.

See above.

See comments on Provost office above. Faculty affairs should remain under the provost, period. Having an untenured, presidentially appointable and fire-able person in charge of promotion and tenure and all manner of important faculty issues simply is not appropriate. Dean of Faculties office should be maintained as an arbiter and interpreter of university and system rules and an advocate for faculty. The report states that the 'reputation of this office (DOF) is not necessarily positive'. That's just a silly statement- made without evidence. Maybe this office has upset a few administrators by enforcing university rules in a pro-faculty way.

The MGT report fails to address the burning need of the university to address lack of diversity at Texas A&M. While efforts had improved to recruit and retain Latinx faculty, it has failed visibly to make similar progress for Black faculty, especially. The report acknowledges this. But recommendations will not remedy this. DEI should be a priority and its administrator should report directly to the President and Provost. Moreover, the report does not address the complexity of "diversity" nor reflect an intersectional understanding of diversity as related to race, gender, sexuality, class, and ability. The "programs" such as Africana Studies, LMAS, and WGST should receive greater support, including department-level status. These programs are intersectional and interdisciplinary. Compare to universities that inspire us, A&M has starved and marginalized those programs. Greater visibility and status for such programs will aid in recruiting and retaining the diverse faculty who will represent and serve our great Texas population.

I do not support the creation of the new V.P. for faculty affairs because as I state in my previous response, the new reporting structure creates vulnerabilities for faculty regarding tenure and promotion. The new S.A.P. 03.02.99.M0.02 making the rounds already consolidates way too much power for initiating changes in academic structures in the hands of the president. I believe that a direct report such as the V.P. for faculty affairs would further consolidate power in the President's office for faculty matters such as the ability to hire, grant tenure and promotion, and fire faculty as part of the President's new duties to "recommend organizational structures" and to "make changes in the academic structure" of the university. There needs to be a separation here.

More thought is needed to make sure this is the correct path forward.

Does the newly proposed Vice President of Faculty Affairs replace Dean of faculties? If so, I'm fine with that.

As a faculty member, I am very concerned about the elimination of a Dean of Faculties and the relocation of faculty affairs under the president's office. The Dean of Faculties has sometimes represented faculty even when in opposition to a university president. This consolidation of power robs faculty of that support and voice.

I worry that the Dean of Faculties position will lose some of its autonomy in representing the faculty if the change is made to a VP position.

Faculty related academic issues should not be centralized in the President's office. Faculty need to have a separate - faculty-led - set of processes to oversee tenure, hiring, promotion, and recognition.

If done right, this can be a welcome change, but it is important to have someone with an academic background as a Vice President, as opposed to someone with a career exclusively in administration. Otherwise, it will be hard for this change to garner trust from the very faculty this VP is supposed to work with. The current office of the dean of faculties degenerated in the last several years to an ineffective compliance checker, neglecting many cases of abuse and discrimination against faculty and failing to promote retention and diversity.

None

The Faculty Affairs Office provides a valuable and essential service to oversee the academic function of the University. While the President has the final decision, the President's office also has many other responsibilities both operational and strategic. This makes sense that academic matters reside in a separate office that has a certain level of autonomy. This is crucial in faculty matters including tenure / promotion, academic freedom and other issues of self-governance. The faculty are a critical stakeholder at the University and need an office responsive to our input and perspective.

I agree with this recommendation (pg 5): "Given the ever-changing landscape of expectations for teaching, research, and service, it is of particular importance to provide the faculty a platform through which they can voice concerns and engage in discourse with senior administration. The creation of a system that supports faculty development and recognition and the ability for them to provide more direct feedback to the institution is vital to faculty retention." To expand upon this, APT faculty are in a precarious position, and even moreso at Qatar, where there is no job security past one year. It affects job confidence, performance, and ability to be honest with the leadership when one's job can easily be non-renewed. Teaching contracts should be multi-year for stability, retention, and job satisfaction.

This has already been implemented

No matter what recommendations from the report are ultimately accepted and implemented, the protection and continued support of ACADEMIC FREEDOM for faculty, particularly those who do work that goes against the status quo or dominant narratives (e.g., critical race theory), is absolutely critical and something that must not be compromised.

faculty with its formal recognition of Academic Professional Track Faculty (APT) in 2009. Since that time, the consistent

messaging has been that we (tenured/tenure-track/non-tenured faculty) are all faculty but contribute to Texas A&M in different ways. Retaining a single Faculty Senate representative of all Faculty is in the spirit of this commitment. Having two separate Senates representing various factions of Faculty not only seems to violate the spirit of a single Faculty serving the university but would seem to only serve to weaken the voice of the Faculty as a whole. Comments in the MGT report over the need to ensure that the Faculty Senate is representative in terms of the general proportions of tenured/tenure-track and APT Faculty are valid. However, the Faculty Senate has been aware of the need to maintain this balance; in fact Faculty Senate Speakers have recently addressed the need for the Senate to remain a representative body. At present the proportion of these two groups in the Senate is generally-reflective of the Faculty as a whole.

I repeat my comments on elimination of the Dean of Faculties position here: Recommendation 1: I hate to see the Dean of Faculties Position go. A good Dean of Faculties can focus on faculty issues (tenure, promotion) and provide independent advice to faculty concerning how to deal with problematic Department Heads and Deans. I would be reluctant to take my concerns about a biased or bigoted Dean or Department Head to the Vice President of Faculty Affairs, who reports directly to the president. Fortunately - my college and department have a great leadership team. But if we had an alcoholic dean or department head (it has happened), our best option would be the Faculty Ombudsman - a person who has no influence over major decisions. Moving the Aggie Honor Council to Student Affairs takes the process of addressing plagiarism and cheating out of the hands of the faculty and the Academic Units, and reinforces student perception that faculty are equivalent to 'teaching staff'. Cheating and plagiarism have evolved and will continue to evolve as the internet evolves. Faculty may have to change the way we teach and assess students in order to preserve the quality of education at Texas A&M. For this to happen, the Aggie Honor Council should stay in the Faculty Affairs side of the University. That said, I think the Aggie Honor Council needs to be able to hire more staff - it's rather unfair to increase the size of the student body without increasing the size of the Aggie Honor Council and then criticize them because they can't handle cases quickly enough.

I find this deeply troubling. I will begin by saying that I have found the DOF office, especially that under Dr. Lupiani, to be very responsive and supportive of faculty. To remove the responsibilities currently carried out by the DOF yet another level away from the faculty whom they serve, raises many concerns. I'm afraid that this won't "elevate faculty" so much as it will distance from faculty those who have direct impact on some of the most significant aspects of faculty life. Also, will this new VP be chosen from among the faculty? Those who serve at this level in university systems are sometimes NOT faculty members who understand the research, teaching, and/or service that are faculty responsibilities. Furthermore, they may not understand the different faculty tracks (tenure stream, APT Faculty, either Adjective track or Lecturer).

None

None

The report was compiled with mostly alumni responses to the surveys and thus may not reflect what most faculty experience. I would recommend that the segment on faculty affairs be revisited with a targeted survey to all faculty prior to any actions being taken.

I recognize that there may be concerns on campus about the effectiveness of the office of the dean of faculties (I held that position from 2016-2019). Texas A&M is one of a handful of universities nationwide that has this unique office as part of its administrative structure and I would be disappointed to see it closed. The dean of faculties has two important roles, (1) to promulgate the academic expectations of the provost as they relate to faculty performance and behavior, and (2) to act as faculty advocate in many areas. I have spoken with many prospective faculty and administrators during their interviews and many have told me how the presence of a dean of faculties was a factor in their eventual decision to accept an offer from the university.

I totally agree with the statement "Realign several academic units to allow for focus on mission, increase student success, and better meet student needs/ " I support the changes. On Recommendation 1 VP Faculty: It is a great idea to relocate this office to the President office. But, I is not clear how the chain of communication would work. Will a request move from faculty to Head to Dean to Provost and then to VP Academic. This sounds like a long chain and will be counter productive. Could it be directly from Faculty to Head to VP Academic Affairs' ?

The report minimizes the role of the Dean of Faculties office. It not only deals with tenure and promotion issues but also advocates for faculty, an issue that requires knowledge of the university, its functioning, and balances work concerns with issues of academic freedom. The re-furbished Faculty Affairs office seems more like a Human Resources office

without the advocacy function.

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Creating a "Faculty Affairs Office" seems like it will be in support of faculty development. On the surface, this seems great. However, specifics on how faculty will benefit are lacking and creating new administrative positions is never a good idea. We currently have a Dean of Faculties and the Office of the Provost can sufficiently address faculty and student issues (because they are often interconnected) just fine without new administrative units. More reporting will not make us better, it will just produce more paperwork and distract us from our actual goals. Remember the Faculty Evaluations Systems launched by the Karen Watson? That was a disaster, failed to produce any useful metrics and was a complete waste of faculty time and effort. We already have a system of evaluation, specific to the needs of the individual colleges. We need to have evaluation of "performance analytics" that match our roles, which are all very different. The faculty senate is not a conduit for faculty concerns as suggested by MGT. The idea of "self-governance" is a fallacy. It needs to be dissolved and a new system installed that truly engages and represents the faculty (not a bunch of "senior" faculty who have nothing better to do). They should not be "advisory" to the president, but rather should work closely with the Office of the President to make strategic changes to improve the TAMU experience for students, faculty and staff.

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Something like a Dean of Faculties to in part advocate for faculty in cases of CAFRT etc. is a necessity. typically they have come from our own faculty ranks and appear to serve as a buffer between faculty and the highest levels of administration. Making the Dean of Faculties a vice president would destroy even the appearance of a buffer.

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The preservation and strengthening of an independent Dean of Faculties office is essential to protecting the academic freedom of university faculty, which is at great risk by the proposed restructuring.

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Taking away all faculty issues from the Provost office does not seem like a healthy or legitimate approach from a governance perspective. The Provost office should be overseeing faculty affairs. The President has to be far-sighted enough to realize that she will not be President forever and so it does not make sense to consolidate so much power in the President's office which might be very difficult to undo in the future. This consolidation creates potential for undue conflict or perceptions of a power grab.

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Again, I worry that creating a direct voice to the president's cabinet for faculty affairs would also mean that the president would have even more control over faculty affairs and bias and conflicts of interests would be very difficult to overcome.

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no comment

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Disagree with moving faculty issues out of Provost office and into a new VP position. We need shared governance in terms of choosing the VP for Faculty Affairs (like we do for Provost) if they are handling P&T. Potential problems with moving faculty issues to VP: a) Lose faculty input and voting? b) No longer a direct line to president; not dealing with faculty issues, c) A VP does not represent the faculty, but represents the president, d) Needs to be a faculty member, e) How will this affect the tenure process?

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It is unclear to me whether this recommendation will benefit or hurt faculty needs. It is being proposed as if it will help them, but I'd trust the opinion of the Faculty Senate on this matter over an external group. In my opinion there is a bit of ignorance throughout this report about what faculty needs actually are. Most faculty--to the extent they have a choice--choose their institution by the structure, prestige and research capacity of their job. To pretend these things are about the underlying structure of faculty affairs, gardens, performing arts centers and not about whether one's department is misplaced in the wrong College (or at least in a College structure that is dissimilar from every other comparable institution) is problematic in weighing of faculty (and to some extent student) priorities.

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Centralized Advising may work well but there has to be close connection to advice for faculty and department representatives with a deep knowledge of curriculum.

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The title "VP of Faculty Affairs" suggests that the position could be filled with a staff member who has never been a tenured full professor. This is unacceptable. It is not clear where the position of Faculty Ombudsman would reside. Placing it here would entail a conflict of interest.

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No comments.

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o Finding/Recommendation/Rationale #4 : Cushing Memorial Library & Archives is not a museum, nor should it be. • In a report that champions centralization of resources across campus, the dearth of research on Cushing is blatantly apparent. o The Libraries have centralized both the preservation and cataloging of Cushing collections into the

preservation and cataloging units within Evans Library in recent years. o While Cushing does have some artifacts that are not “traditional” library materials, the vast majority of their collections are traditional print and audio-visual library materials. Moving Cushing under a new “cultural center” would require hiring separate librarians and conservators with the knowledge to catalog and care for those collections. o The Libraries has a state-of-the-art, nationally recognized preservation lab that Cushing would no longer have priority access to as an “outside” client.

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The Dean of Faculties originated as an office for faculty support. Over the last decade it has morphed into a provost-support office. I agree the DOF can be eliminated. In response, however, I would urge that the faculty ombud be given an expanded mission, particularly a more active fact-finding mission rather than merely an advisor on University rules and processes.

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Recommendation #1: Create a new Vice President of Faculty Affairs position Comments: This should be the Provost’s office who should be a Vice President. See comments regarding the Provost’s office. There should be a separate office for student academic success.

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I'm unconvinced that having a VP of Faculty affairs is an improvement relative to a dean fo Faculty affairs, although some reorganization of functions might be useful. I typically think of the Provost and Deans as managers of the academic side of the University. I am concerned that if too much institutional responsibility is placed into one office that this office will loose flexibility.

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Creating the new Office of Faculty Affairs that does not report to the Provost seems to be creating the possibility for miscommunication and conflict with Academic Deans. The report states that "new VP of Faculty Affairs will be better equipped to focus on faculty pipeline strategies, outreach programs, financial incentives, and marketing approaches." However, these strategies would be more successful if they were undertaken at the college level as well as the university level, taking into context the various college and departmental cultures. The MGT report failed to convince that moving this unit out from under the Provost Office would not simply move the current issues to a new organizational line and create additional barriers to working collaboratively with the Colleges.

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Can anyone explain to me how will new VP for faculty affairs appointed by the president and serving at her pleasure "elevate faculty to have a direct voice in the President’s cabinet?"

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DoF as it has functioned in the past has had some workflow problems, I agree. This new VP of Academic Affairs would be critical for faculty. Does it report directly to the President? What kind of autonomy does it have to ensure academic freedom and the obligation that upper administration allow faculty a meaningful share of governance. With all due respect to the Faculty Senate, a body in which I have served, it does not seem to be as effective as the MGT report makes it out to be in terms of influencing decisions made at the Chancellor, President, and Provost level. I strongly believe that this office needs to be invested with some autonomy.

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Very good plan.

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I assume this is where I might comment on our Dean of Faculties and the role of governance. I have served on CAFRT, and I have close friends and colleagues who worked for the DOF office over the years. I think we have had honorable colleagues work in good faith there in recent years. Previously, CAFRT seemed like a meaningless exercise, and our reports were irrelevant, and final decisions had little to do with our tedious work. I think the DOF office should be empowered and supported, and not denigrated. I fear that undermining the office gives more power to the Provost and upper administration, deliberately undermining faculty governance and participation in oversight. Moves like this could systematically erode our academic freedoms and undermine our status as an AAU institution.

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On page 18, the last paragraph concludes that the new strategies offered by the new VP of Faculty Affairs will "translate to an elevated student learning experience." The document does not make clear how the strategies will translate to an elevated learning experience.

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Very opaque and difficult to determine how this proposed change will affect faculty. Please, please stop changing P&T and APT promotion standards and SOPS.

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Recommendation #1. Creating a new Vice President of Faculty Affairs is somewhat concerning. Traditionally, the Provost is the chief academic officer for a university. They are, in one interpretation, unbiased. Having a Vice President of Faculty Affairs means this person will be in the cabinet of the president. TAMU already has many interims; we need stability in case a new president comes in. I am concerned that the VP of Faculty Affairs will be biased. The characterization of the Dean of Faculties is unfair. I am sure the same reputation exist among the probation offices across campus, or the Aggie Honor System Office. I am new to TAMU, and I feel very supported in terms of faculty development programs. Now, I

will say these faculty development programs are not well attended, but that has nothing to do with the Dean of Faculties.

Creating a new VP for Faculty Affairs, if the overall number of administrators is reduced, will likely improve us.

Dean of Faculty office needs to be preserved and its autonomy enhanced. Proposed reorganization timetable does not track with faculty workflows. Decentralization of current system operationally helps with recruitment.

Good news on the recommendation to continue Faculty authority over all classroom related activities as we continue to take many kids coming in academically challenged and growing them to wonderful graduates. Workforce management at it's finest. Concerned about that 20% of faculty over 65. We have the same problem in industry where Boomers are hanging on and those following are a smaller group and not getting to develop key skills in their mid-years. We need a solid and enforced mentorship program throughout the university to help here. Teaching is probably a more resilient area in this respect since we are all lifelong learners. Also, the digital mindset and move to online are challenges being addressed anew by the younger crews. Finally, need to get some better employment assurances in place for APT/PoP professors. Even rolling 3 year contracts would be an improvement.

Three things struck me as I read this part of the report. 1) The proposal to create two new administrative positions seems to me to be a move in the wrong direction. Lord knows TAMU have plenty of bureaucracy already in place. That is one reason Dr. Banks had this survey/study done in the first place; to search out best practices and efficiencies, etc. I don't say this about bureaucracy to be critical. But, I feel pretty strongly that the university offices already in place could surely adjust their organizations and activities to cover the functions these paid surveyors wrote need to be added. Strongly recommend the powers that be consider using the office/agencies in existence moving forward. 2) To provide full disclosure, I have two degrees from A&M; BA in history - '76; Ph.D. in education - '03. Thus my comments come from my sincere belief in Aggie principals and the uniqueness of Aggieland. But, such beliefs don't just materialize. They need to be trained into folks. Really think their ought to be an orientation for new faculty and staff hires that hits upon our values and traditions. Part of this orientation should include a brief on the Aggie Honor Council. Possibly some colleges already do this? I know the Bush School does not. I expect that is the state of things across most of the campus. Strongly recommend such a program be adopted at the university level. 3) My third and last point for the Faculty Affairs section of the report is related to point 2) above. It deals with traditions of the University. The Sanders Corps of Cadets Center has a very nice collection. It could be expanded into be a traditions - history centered museum for the University. The Memorial Student Center offers much to students and visitors. My suggestion would be to build upon what we already have, expanding and enhancing collections, venues, and topics of interest.

It is unclear to me how the Vice President of Faculty Affairs position will differ from the current Dean of Faculty position.

NC

Eliminating the Dean of Faculties position is positive. The VP for Faculty Affairs must hold a tenured faculty position at the university. Not having the VP for Faculty Affairs report to the Provost is a weakness.

It is not clear to me the fate of essential offices including the Center for Teaching Excellence in this reorganization. CTE has a clear and essential role in faculty as well as student success. I encourage the University to ensure CTE's role and visibility is retained at a minimum but better yet, further enhanced in any reorganization for faculty affairs.

Faculty affairs stay with the office of the provost.

Clarity from DOF would be welcome. The report actually helped me understand better the struggles they've had. Recruitment, hiring, promotion, tenure processes have been clarified but need further clarification - particularly for APT faculty.

I am concerned about the evidence base substantiating the recommendations made.

Support Recommendation 1. As part of restructuring the provost office, the new VP for Faculty Affairs office will have a focused mission.

Recommendation #1: "Create a new Vice President of Faculty Affairs position" should NOT be instituted because it will remove the faculty's direct line of communication with the Provost via the Faculty Senate by adding another administrative person between the faculty and Provost. A Vice President of Faculty should NOT be instituted because removing a directly line of communication between faculty and the Provost will make faculty concerns, which are already low on the Provost and President's priorities list, even less heard. This recommendation will further promote the

feeling that faculty are low on the Provost and President's priorities list.

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Vastly overdue. Kudos for moving ahead on changes.

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1. None of these recommendations lead me to believe that there will be any focus on fair and objective processing of faculty grievances. This is a problem for faculty morale as well as for our standing among peer institutions. 2. Changing the name from Dean of Faculties to VP of Faculty Affairs does not mean that everything will be solved. The focus should be on examining the processes in the current office, focusing on best practices from other institutions, and use of more recent data than a 2000 paper which demonstrated only that money could help solve development problems, not that centralization is the answer.

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The Dean of Faculties Office has been less than functional over the past decade. Yet again, this is not because of its organizational structure. Rather it is because for the past decade the positions have been filled by individuals whose primary mission was to serve the TAMU System, not the faculty, not TAMU,

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I like the old Dean of Faculties.

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I do not know anything about it

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Good news that the Dean of Faculties position is to go. I liked the way this restructuring was proposed.

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It's not clear who between the Provost and the VP of Faculty Affairs gets a vote on tenure cases. Also, this new VP needs to be a tenured faculty member, not a staff person with no experience as a faculty member

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Elevating Faculty Affairs to a direct report to the university president is a meritorious proposal, if it results in more transparent and tenure and promotion process that is driven by excellence not, regrettably, micropolitics of mediocrity. This ties to the other element that is currently lacking -- the ability and training for talent management. So the creation of Faculty Affairs would ideally support colleges and units in talent management, which currently is woefully lacking and could be standardized across the university. The creation of four Associate positions with clear and coherent portfolios will streamline procedures and provide the necessary clarity for faculty as to who and how the office works. I wholeheartedly support this change. I also agree with the proposition to restructure faculty senate to represent more the faculty ranks. While I appreciate the efforts, the misalignment of rank within the senate has been highly problematic. I would suspect that the university would have to provide mechanisms to incentivize other ranks to engage; but that detail would have to be further investigated.

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During the Young administration the role of Dean of Faculties was muddled--does it represent faculty interests, serve an additional mechanism of administrative control, or serve as a liaison b/t faculty and administrators. That role needs to be clarified.

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N/A

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I do not agree with the creation of a Vice President for Faculty Affairs. As of now, decisions related to faculty (particularly the most important one: tenure and promotion), has been mediated by the Dean of Faculty and the Provost. Moving such decisions directly under the office of the president may indirectly weaken tenure at TAMU. Another important issue is that the recommendation to eliminate the DOF position and move faculty affairs under the office of the president does not require that the Vice President for Faculty Affairs be a Tenured position subject to approval by the faculty. Anything less than that will be unacceptable, in my view.

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1) Creating a new VP of faculty affairs to help with recruiting, hiring, rewards etc. overseen by the President's office may build more bureaucracy and hurdles that every department will have to jump to even hire lab instructors which will create delays and productivity. This will also encourage a top-down approach and result in micro management. Faculty may lose their voice without the Dean of Faculties. If this office should be created, it will be best under the provost's office.

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I prefer that these functions be managed within the Provost's office.

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As stated earlier, I especially like the creation of a VP for Faculty Affairs. Such moves work to unpuzzle a complicated web that is the current reporting structure in the Provost's Office, which currently reflects the skillsets of past employees and challenges from a generation ago.

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This, again, seems fairly distant from where I'm sitting. However, a focus on reducing the administrative load on faculty

in the reform of Faculty Affairs would be beneficial.

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Faculty Affairs should remain with the Provost.

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1) Creating a new VP of faculty affairs to help with recruiting, hiring, rewards etc. overseen by the President's office may build more bureaucracy and hurdles that every department will have to jump and faculty will may lose their voice without the Dean of Faculties. This will encourage more of a top-down approach.

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I am concerned about moving this much power over faculty to a VP. In essence, this move places all faculty hires etc, under the the Office of the President--something that until recently was a mere formality after being approved at the Dean, Dean of Faculty, and Provost levels.

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I think these changes are fine, IF the changes result in FEWER administrative positions. I see the org chart with 4 Associate Vice Presidents. Why not make it 2?

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I see no clear area for consideration of faculty that have consulting or have produced companies that relate to their intellectual property associated with the university. Revision of this office provides that opportunity.

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I'm not sure that trying to increase the performance of a department supporting faculty would be achieved by eliminating the current office that supports faculty and adding that workload to another's position. That seems very counterproductive. Why not give the dean of faculty's office the support they need to actually carry out their goals and mandate? Especially since the report doesn't mention retention as a goal for the VP of Faculty to consider.

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Regarding Recommendation #1: Create a new Vice President of Faculty Affairs position: I find this to be an interesting recommendation with the potential benefit of elevating the position with a direct line to the President, and therefore giving faculty more direct access to the President.

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I am concerned about the absence of a Dean of Faculties. The promotion & tenure process is one of the most important processes undertaken at the university. Careful thought about how that process is to be preserved and strengthened is of critical concern.

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No Comment

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How will the faculty be heard in matters as crucial as faculty hiring, tenure and promotion, faculty recruitment and retention, development leaves, credentialing, and awards? and to whom does the new vice-president of faculty affairs (if it the same as new vice-provost for faculty affair) will report and take orders beside, I imagine, the president? The elimination of a dedicated Dean of Faculties seems to put faculty on a shorter leash from the top. Crucial issues will be left to an ever higher and exquisitely political administration that will be ever further removed from the academic world. Who will be this person, what kind of professional profile? It seems to me way too much power for one position. Times such as our requires a strengthening of democratic and pluralistic tool within public academia, not their authoritarian centralization. This is not a matter of administrative consolidation, I am afraid.

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Creation of the new VP of Faculty Affairs seems to allow for the consolidation of responsibilities related to faculty and provide a new avenue for faculty input in the President's cabinet.

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Recommendation 1 is meaningful but also ADVANCE can be under VP for Diversity.

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Recommendation #1: Create a new Vice President of Faculty Affairs position This appears to be a good idea.

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Many universities only value their faculty once they have a job offer from somewhere else. We all have to play this game of applying for jobs elsewhere and use a job offer to leverage promotion or raises. I hope this new office will create pathways for lectures and research professors to transition to tenure-track lines. Once people have a job offer from another institution, it is very hard to retain them. This could be prevented by simply creating a clear pathway for faculty to transition into tenure-track lines.

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Again, as new faculty, I am insufficiently familiar with the operation of Faculty Affairs to provide useful comment here. I remain eager to learn all the ins and outs of this aspect of the university as I proceed through my time as an Assistant Professor and then through the tenure and promotion process.

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Although more attention should be given to faculty affairs, the Provost should continue to oversee this area as is the case at other peer institutions. Rather than creating an entire new bureaucracy, a Provosts Office that deals with undergraduate and graduate education and faculty affairs should be easily manageable and effective while keeping bureaucratic costs and inefficiencies down.



I think this proposal seems fine. Having been a faculty member at multiple universities, I always thought the structure here at TAMU was odd. The former dean of faculties office is something I'd never seen before. That said, the proposal seems like just eliminating one position (DoF) to create a new office that basically serves the same function as the eliminated office. But if folks in the upper admin see things differently, I'm cool with it.

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Is this redundant with the function of the Dean of Faculties? Can that office simply become this office?

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My main concern is that the VP position for faculty affairs will be occupied by a faculty member, rather than someone from outside academia. Not sure how this could be enforced.

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Recommendation 1: I support creating the position

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A high quality faculty is what defines a world-class institution. Do not be surprised if it takes several years for faculty to trust this new system. Your success will depend greatly on the personnel chosen to fill these positions. I am not convinced the previous system was so dysfunctional that it required this level of change.

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See my first comment on Provost Office.

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While it may be reasonable to have an office separate from the provost to handle non-academic faculty matters (alternative work locations, maternity leave, disability accommodations, etc.), academic issues should be with the chief academic officer (the provost). If you are seriously contemplating moving the academic functions to this office, then the person needs to have a similar background to the provost and needs to be selected in a similar way, with plenty of faculty input so that shared governance is respected.

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The comments about the Dean of Faculty office were reprehensible. In my opinion, one of the most effective and caring administrative units on this campus was the Dean of Faculty. Over the past 7 or so years, they have initiated explicit guidelines for tenure and promotion. They have offered various workshops and programs to facilitate faculty success.

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The creation of a Vice President for Faculty Affairs is an excellent recommendation. The rationale that greater focus of the Provost's Office could be placed on our graduate education missions and doctoral research once the office no longer has such a broad faculty affairs responsibility. The centralization of academic advising should be approached carefully and rolled out in a gradual manner. If academic advising is broken, even if for a short period, it would be an educational pandemic if the rubber is not where the tire meets the road.

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This document says that changes are "much-needed" but does not provide any data to back this up. It would be great if they would cite their sources?

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The removal of the Dean of Faculties to a VP of Faculty Affairs is particularly concerning. This concern stems largely in the context of promotion and tenure, and just who will fill the role of VP of faculty affairs. How will promotion and tenure be handled? Will the Provost remain involved? Will it be a requirement that the VP of Faculty Affairs be a faculty member? What will this mean for shared governance? I am concerned that this move will even further limit shared governance on the TAMU campus. Notably, this is evident in how this report was compiled and just how little say faculty had. We were given a survey that seems highly unrelated to the context of the report here. Concerns of arguably the biggest stakeholders, current students and faculty, do not seem to be well represented as there was no meaningful consultation of these groups during the discovery process. This move of Faculty Affairs to the office of the president makes that seem less likely in the future. It will be critical that protections of tenure, and care about the future of junior faculty are addressed or else TAMU is risking a loss of one of its most valuable resources. That being the diverse and talented faculty from across units.

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Removing the DOF position removes a layer of advocacy for the faculty to the administration. A VP of Faculty Affairs is not independent of the president's office as it should be.

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We need a Dean of faculties. The lack of one will severely impact our recruitment and hiring. It is also not mentioned who will handle grievances. The VP for faculty affair sounds like a potential lawsuit waiting to happen if faculty do not have avenues to grieve.

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A new VP for Faculty Affairs needs to have some requirements attached -- they should themselves be a faculty member, otherwise this might result in less shared governance.

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For the Department of BIOLOGY --&gt;Fail rate (DFQW) in BIOL 111 reduced from 40.7% in 2015 to 11.2% in 2020. Improved success and retention for ALL life science majors --&gt;First year retention of Biology majors at university for same time points increased from 83.9% to 95.9% (&gt; TAMU, 94.3%). --&gt;Learning outcomes measured in year 2 improved. Confirms that gains in 1st year were NOT a function of grade inflation --&gt;First year retention for Biology

majors is now equivalent for all student groups (1st gen, Pell recipients, underrepresented minorities) -->Number of BS/BA degrees awarded on upward (+41%) trajectory (207 in 2018-19 to 292 in 2020-21 and 2021 is not yet done) -->Graduation of 1st gen students on stunning climb (>+80%) (53 in 2018-19 to 95 in 2020-21 and 2021 is not yet done) -->UG Biology majors are more diverse (56% underrepresented minorities) than TAMU as a whole (42%) -->Number of UG majors increased 57% since 2016 (from 1238 to current 1942). This growth rate compares to 12% over the university as a whole.

I agree that there are issues with the current Office of the Dean Of Faculties. But much of the effectiveness of this new structure will depend on the individuals in it. Simply moving the current DOF staff over with new leadership will not resolve matters. Individuals need to be chosen for their strong knowledge of processes.

The Dean of Faculties office has been a joke for many years. Problems brought to them are handled by either the "good ol' boys" approach or simply ignored hoping it will go away.

The proposed shift will "give faculty a platform through which they can engage in discourse with senior administrators". It is completely unclear in the report what that means exactly, how that will happen given the large work load of the VP of faculty affairs in the new org structure, or even if the VP of Faculty Affairs would need to be a faculty member.

In my opinion, Faculty Affairs should report to the Provost.

None

Recommendation #1 ((Create a VP of Faculty Affairs): Seems like it's already being implemented. I hope the consolidation of power won't compromise shared governance.

This is a re-org that I would support as, IMO, the faculty development is/has been fragmented

100% behind this. One important faculty retention issue to consider is how to reward continuing contributions. Currently, faculty have three levels of promotions, and once someone is promoted to full, then the incentive to burden ratio becomes nonrewarding. The career and compensation ladder ends for faculty upon reaching full professor status (not forgetting or dismissing honors and awards), and the only way to obtain a significant salary advancement is to look elsewhere. contrast this with staff and administrator roles, who have 10-15 steps in their career ladder, starting at entry-level. Simply put, retention efforts must consider the diminishing monetary returns for faculty to perform beyond expectations once the opportunities for promotions are limited or come to an end. Also, the dual-career program is a travesty. Hopefully, this will receive much attention under the new structuring.

A suggestion to create the office of VP for faculty affairs may streamline the promotion and tenure process and faculty recruitment and retention. My biggest concern, however, is allocation of the startup funds. As of now 33% of a startup for a new faculty is typically allocated by the Provost's office. The report does not provide any details on where the money will come from in future. Is there a plan to provide a budget for this to the VP of Faculty Affairs? The report mentioned closer collaboration with the institutes. This is certainly welcome. Elevating the role of the institutes is a good strategy, but only to a degree. The institutes should not be in a position to dictate to the departments the new faculty hires. With the uncertainty related to the startup funding I fear that this may be the case in some situations. This is very dangerous and counter-productive. Please note, this warning is coming from a persons who is both the member of the Cyclotron Institute and the Department Head. The departmental faculty should always have the main and the final say to determine directions and areas for future hires. This is the only way we can stay at the cutting edge. This hires should be driven by science proposals, from the bottom up, not from the top down. If institutes get an oversized say in this process (because of the startup allocations, for example) it may lead to further compartmentalization of the departments, which would be counter-productive in the long run.

The justification for change is unclear. It would be simpler to provide the Dean of Faculty office additional resources rather than reconstruct and alter reporting path.

Professionalize the organization. Prevent the hiring of Texas A&M faculty--we need more diversity.

A more prominent place for faculty affairs is welcome. I am concerned however about the implementation in maintaining the faculty role in evaluation, tenure and promotion, hiring, etc.

While I would like to give this report a more thorough critique, faculty have only been given two weeks to respond. Aside from not being enough time to carefully consider all of the proposals' ramifications, the timing is suspicious, with the report being released to faculty during one of the busiest times of the semester. Perhaps this was simply

coincidental, but it feels as though the plan is fait accompli and that our input is merely for form's sake. This is particularly unfortunate given that some of the stronger recommendations in the report are those that would strengthen shared governance. For instance, the report correctly points out that Academic Professional Track (APT) faculty are not proportionally represented on the Faculty Senate. Similarly, the report points to a lack of professional development opportunities, a problem that is system-wide but that is felt more acutely by APT faculty. These are issues that do need to be prioritized. Sadly, the MGT Report doesn't really give many concrete recommendations for how these deficiencies are to be addressed. Instead, we are left to infer that these will fall under the responsibilities of the new VP for Faculty Affairs. That's fine as far as it goes, but the way this plan is being railroaded through makes the report's calls for strengthening governance ring a bit hollow, especially when contrasted in all the ways, implicitly and explicitly, that the report calls for giving greater power to the President. Finally, the report states that, "[g]iven the ever-changing landscape of expectations for teaching, research, and service, it is of particular importance to provide faculty a platform through which they can voice concerns and engage in discourse with senior administration." This is perhaps the most ironic statement in the report given that the "ever-changing landscape" is due almost entirely to the constant change in senior administration. Absolutely nothing in the report addresses how senior administration can be stabilized, something that would make the landscape faculty have to navigate far more stable. Shared governance indeed!

Eliminating the office of the Dean of Faculties is an excellent idea. That office has not attracted the brightest and the best and it has been a barrier to progress, generally speaking. A focused office of faculty affairs, not taking on an ill-defined role of faculty advocacy, will likely be more focused.

With a campus this size, a Dean of Faculties seems like the only way to provide oversight for faculty affairs aside from primary administration. The report points out that the Provost's office is "too large, hindering its ability to provide more individualized assistance and serve the needs of faculty and staff." If the DoF is eliminated, and this role is absorbed into the Provost's office, this seems antithetical.

External Affairs Suggest that Continuing Education be associated with the Graduate School and/or health/vetmed/pre-professional school for multiple academic and economic reasons. May also wish to consider expanded potential for executive education opportunities. Provost Org Chart – left column under Assoc Provost -OGAPS needs to maintain strong connection to DOR.

I am most concerned about moving faculty affairs out of the provost's office. It is Comments on the Dean of Faculties office were shocking. As a junior faculty member, I've found great support from that office for professional development and preparing materials for tenure review. It is not clear how the new structure will improve on faculty development.

I don't understand the rationale for the recommended changes. Where is the data?

Unclear how faculty would have a voice through the VP for faculty affairs that they do not have now. How will faculty reach this person? How will this person represent them? Faculty oversight is proposed to move to the VP of faculty affairs. Does this person have to be a faculty member? Do faculty have input into their hire or appointment? Could very easily result in short circuiting shared governance particularly around hiring and firing.

in recent years, the Dean of Faculties office has more or less ground to a halt; reports and plans are sent up for approval and disappear into a void. I have served on several committees chaired or initiated by that office and they have never come to any conclusion or indeed made any recommendations. Anything would be better the current situation

Instead of weakening/eliminating a Dean of Faculties, a strong advocate for the faculty is needed. Yes, a small administrative and bureaucratic portfolio, but a greater advocacy role.

In my Department there isn't "the ever-changing landscape of expectations for teaching, research, and service." We hire bright people and the department head and other faculty make expectations crystal clear for tenure, advancement, and for raises. How is the Faculty Affairs Unit going to be different from the Faculty Senate?

The elimination of Dean of Faculties role removes a faculty advocate. It's not clear that new VP role reporting directly to the president will provide a strong voice for faculty issues, particularly when an issue conflicts with the president's agenda. A separate, independent faculty advocate must be maintained.

This could be done well or poorly. Planning is key. Faculty and staff feedback will be important.

The reorg of the faculty affairs seems ok

I firmly believe that Faculty Affairs should be under the Provost, not a Vice President.

This seems like a great idea, having a separate office for faculty affairs should lead to more investment in our community of faculty members.

The Dean of Faculties has done an excellent job of faculty and department head development and I hope this will continue under the new alignment.

Having Vice Presidents report to the President on issues such as faculty recruitment and retention, hiring, promotion and tenure, etc., rather than reporting to the Provost Office, seems like a bad idea to me. There should be an advocate for the faculty, the role that the Dean of Faculties once held, and academic issues should be routed through the Provost.

While I think Faculty Affairs has been demonized a bit more than is reasonable, it has been more of another impediment to overcome in recent times, rather than being seen as a place intent on helping faculty succeed. But part of the nature of FA is to also uphold the high standards of the University, so it should be expected that FA will do some things that are not appreciated. Nevertheless, a fresh start for this area and elevation to a VP level will likely allow a 'fresh start' and progress to be made. I am supportive.

It appears that essentially the HR duties of the DoF have just been reassigned with a higher title - this could help address some of the employee relations and management issues in the colleges if this new VP actually has authority to address issues (rather than being a peer to Deans and merely providing guidance that could be - and was often - ignored).

It is unclear how the change in Provost and VP will affect faculty governance in faculty promotion and review. Shared governance over promotion and the curriculum is the hallmark of great universities.

I wonder if the elimination of the Dean of Faculties Office and the creation of the VP for Faculty Affairs is merely renaming of the same office and could be accomplished by redefining the role of the Dean of Faculties without all of the logistics in creating a new position?

This position and change from the Dean of Faculties does not really seem to make much of a change, or the benefits of the change have not been well communicated. This is one of the shortest sections, so more rationale would be appreciated. What are the actual issues here? Why are these the solutions? There is almost no research to back up the statement, so a solid case for the change has not been made clear.

The elimination of Dean of Faculties role removes a faculty advocate. It's not clear that new VP role reporting directly to the president will provide a strong voice for faculty issues, particularly when an issue conflicts with the president's agenda. A separate, independent faculty advocate must be maintained.

Replacement of Dean of Faculty by VP of Faculty Affairs seems to be a positive change.

There is a general concern that power shifts away from faculty towards the president's office. I would like to see administrators understand that they work for the faculty, not the other way around.

I appreciate the proposal involving the new Faculty Affairs office (and the corresponding positions). As a Department Head for the past 6 years, I definitely see potential value to the proposed restructuring. Indeed, I would have interest in being considered for a position in this new office. I believe I have valuable expertise and experience in the related activities (as an HR Professor, former DH, various college and university-level committees in which I have served, and passion for these activities) linked to tenure & promotion, faculty review, faculty hiring, budgeting/strategic planning, recruitment & retention... and would be quite interested in taking on a new responsibility and challenge to help elevate Texas A&M.

Faculty Affairs needs expanded support and more direct contact with faculty. The tenure process in particular is not effectively integrated with departmental administration.

Will this new Faculty Affairs unit be responsible for raises? Will they be able to argue that (as happened with the current pandemic) that faculty who spent their own money, utilized their personal electronics and equipment and homes in order to continue the mission of this university - would this new Faculty Affairs unit be able to compensate the faculty and staff in this instance? And since this VP for Faculty Affairs will be directly under the president, how much independence will there truly be? Also, how will this protect academic freedoms and ensure that all faculty and staff can speak freely without fearing repercussions? Also, given that DEI efforts will be split off, how will FA be recruiting faculty and staff that are more representative of Texas as a whole?

The main idea of the report, if I understood it correctly is centralization to make more efficient use of resources. It is true, that by reducing number of governing bodies one can save some money, but it is not true, that use of resources becomes more efficient. Centralized administration in my experience slower, more rigid and less understanding needs of faculties, simply because they do not have time nor ability to look into details of each case. At the same time been in

control of big and diverse division one can't have enough background in all. Absence of ability to make decision locally often slows down resolving of many questions and initiatives. More fragmented structure is harder to control on high level, but more functional and more flexible locally, thus overall often outperform centralized one. I am not sure centralization in case of the university will actually help or would it to the contrary slow down and have negative impact at the University. At the same time big changes are always difficult and tend to create disfunction of all divisions. In my experience it is always better to use existing structure and gradually transform it towards better future than change the structure, lose all functionality and then try to make it work. Unfortunately, I witnessed the latter scenario many times, and it never been successful.

The remarks about the DoF office were petty, gratuitous, and unprofessional, which raises questions about why they were included. Was it to cast aspersions on the office and its current associate deans (the dean stepped down last month) so that the office could be wiped clean? Why still the need include comments that were clearly not vetted and simply raised suspicions about the integrity of the report? I don't in general have a problem with the move to a VP for Faculty Affairs, but as I say below, the devil is in the details. Who will be the VP? Who will be the associate VPs? Questions arose at the faculty senate meeting about whether these positions would even be held by faculty. It is true that most universities have a faculty affairs office rather than a dof office. I thought the assignments of the various tasks to the various associate VPs in this new configuration did not always make coherent sense. I did find alarming that the word "grievance" was nowhere to be found in the report. Will these not exist anymore? That certainly cannot be the case, so which office would handle those?

Having an office focused on retention and recruitment is a good idea. My concern is that it will be generic and focus on the things we are already known for (Engineering, Animal Science) and other disciplines will be neglected. This office would have to be huge to cover all majors.

Elevation of the DoF-office to VP of Faculty Affairs would be useful.

The DOF was not an effective position, so I support replacing it with a VP of faculty affairs. This places the corresponding responsibilities within the chain of command.

Please broadly implement the VSP retirement program. Our College and Department are choking from the large number of tenured full professors who are not engaged, have minimal teaching responsibilities, and do not have active research programs. The salary burden these older faculty have on the College/Department is staggering and dramatically impedes our overall mission and ability to plan for the future. Please help address this issue.

Faculty Affairs, including hiring, promotion, annual reviews, title and workload expectations (teaching, research and service), grievances, and academic freedom should be housed within a single structure. The risk otherwise is significant confusion and even greater disruption caused by competing priorities/directives.

Having a faculty affairs office is important and will allow faculty to communicate more effectively. My only concern is that typically only the most loud voices are heard and those do not necessarily represent everyone.

I am not a big fan of current Dean of Faculties for a number of reasons. I am not sure if proposed VP of Faculty Affairs will fix this, but I think a change is definitely warranted in this area.

See comment above Re: Tenure and Promotion

It is extremely important that management leadership of tenure, promotion, and other faculty matters should be chosen through processes that include significant weighting of faculty input and that they be individuals who themselves have been academics and understand the nature of academic life for faculty.

The reorganization of the Provost's office and the elimination of the VP for Faculty Affairs raises serious concerns about the tenure and promotion process. Will this VP and Provost come from an academic background, with a deep understanding of academic life? This is potentially one of the most serious and vexing recommendations in the report, from a faculty point of view.

The move does not strike me as substantial, except for them reporting to the president rather than provost.

Again, it is "what is not being said" that is far more important than what a questionnaire can capture. The message to faculty is, "don't make waves."

No comments

Shifting this unit's leadership from a politically weak Dean of Faculty within the Provost's Office to a VP for Faculty

Affairs reporting (I assume) directly to the President has \_the potential for\_ this leader to advocate more effectively regarding faculty concerns about P&T, hiring practices, and so on with the President (and perhaps Provost?). Good outcomes here depend heavily on the process for selecting this leader, and his/her reputation and efficacy as a faculty advocate; faculty will NOT be happy if this VP is perceived as answering first to the university president and not to faculty's interests, if and when those interests collide.

This is a brilliant elevation of the support of faculty development and support. While I do not share the negative portrayal of the Dean of Faculties Office, I do agree that elevating this function and consolidating some of the responsibilities from the Provost's office are very effective recommendations.

I am highly supportive of the changes to proposed changes to enhance faculty affairs. Removing the DOF and creating a VP for Faculty Affairs is a good move.

I generally agree with recommendations made although too much centralization impairs the ability of departments and colleges to manage and market their programs. The last PWH review also suggested centralization and as a DH I did not feel the move of advising, marketing, IT, and facility management was helpful. People were hired to advise students with little to no understanding of our fields and support services became a significant issue, and that was just consolidated to the college level. Moving to university-wide centralization may save money but will likely further reduce services to students and faculty.

I support the creation of a new VP of Faculty Affairs, as long as there is dedication to support the growth and development of faculty.

I respectfully disagree with the assessment to consolidate HLKN under the SPH. Thanks!

Universities need to undergo substantial changes that reflect the changed needs and goals of the 21st century. But those changes are precisely in the opposite direction to those recommended in this mindless document. Examples: (1) The old model of a combined model of Arts and Sciences persists by inertia, but in our closest peer institution — the University of Texas — it was abandoned years ago because it is a mess. The University of Texas College of Natural Sciences, <https://cns.utexas.edu/>, can focus on the teaching and research needs of real science departments, instead of having an administrative muddle with sociology, English literature, etc. mixed in. These other disciplines have different needs for which separate administration is required. Furthermore, the important interdisciplinary work involving both physical and biological sciences is impaired if Biology is removed from the College of Science. (2) The idea of centralizing control of student counseling, IT, etc. REDUCES effectiveness and is essentially dehumanizing. Our student counselors currently know students and their needs, as human beings, in detail because they are in close interaction to them. The idea of decentralized counseling of students is nightmarish.

Recommendation #1: Create a new Vice President of Faculty Affairs position Creating yet another high-ranking administrative office will only increase the administrators to faculty ratio. It will suck up the resources needed by the faculty to actually do the University job (teaching, research, service) to yet another layer of administrators. A much much better way to allocate these resources would be to give them to the individual departments.

The comments in the report about the Office of the DOF are unfair. In particular, the office has made great strides in recent years to provide professional development opportunities for faculty. Even if the unit is relocated, the fact remains that all of the processes handled by the DOF will continue to be necessary. Moving these things to another location (or another report line) will not change much or save money, as the same number of people will be needed to do the work. Faculty Affairs should be part of the Provost portfolio given that the Provost is the highest academic officer. There is no clear explanation for why this should be a VP for Faculty Affairs rather than a Vice-Provost for Faculty Affairs. These roles are typically done at the provost level at peer universities. It's not clear how having a VP for Faculty Affairs will "elevate faculty to have a direct voice in the president's cabinet." The only person in the president's cabinet would be the VP for faculty Affairs. The primary role of CTE is to provide workshops for faculty (and instructors). For this reason, it makes sense for CTE to remain with Faculty Affairs.

It is not clear to me that creating a faculty affairs unit will increase support for faculty or that it addresses the concerns raised in the report about the Dean of Faculties.

I agree that moving the Dean of Faculties model to a VPFA model would be a step in the right direction.

More mentoring and training for new faculty is sorely needed.

The rationale for moving Faculty Affairs from the Provost's Office to the President's Office seems unclear. It's not as

obviously harmful as moving research away from the provost, but it doesn't seem to make any sense.

I agree that a "one stop shop" should be created, rather than having the extra layer of Dean of Faculties.

Recommendation #1: AGREE: I view the old DOF office similar to the Provost's office in that it was too large to be highly efficient and effective, and therefore was slow to react. I'm open to this proposed plan.

I support all recommendations. I would add that a strong effort needs to be made to ensure that the office places its primary focus, value, and protection on the needs of faculty. In the past, the office had a heavy focus on protecting the deans and upper administration priorities. This office should be a strong advocate for the faculty.

No Comment

Faculty affairs should remain in the Provost office. Merely moving it to President's office will overburden the President. If improvements are needed, and constant improvement is part of any good system, improve the office where it now stands in the Provost's office. Centralized student advising across most or all disciplines will lead to disastrous errors in student progress with students who took the wrong courses needed to delay their graduation to fill gaps. Curricula change often and following the right path is difficult. Academic advisors should be dedicated to the programs they serve.

None

The suggestion to create a VP of Faculty Affairs is excellent. A&M has been trying to recruit minority students for 20 years without acknowledging that College Station is not an attractive location. What faculty have observed in the last 3 years is "retention" is interpreted by Administrators as removing academic rigor and faculty are being pressured to pass every student. When I arrived a faculty member who 'blew the curve' in a survey course and had a disproportionate number of As and Bs would be counseled. Today the students have far worse writing, reading comprehension, and analytical skills and yet in one undergraduate survey taught by an adjunct there was a 3.9 (out of 4)--which meant every student received an A. Instead of being counseled, the Assistant Professors (vulnerable because they need tenure) were told this was an 'outstanding instructor.' Most of them are quite cynical and have resolved to pass everyone

The hiring and management of faculty under the Provost is fine, but the HR functions associated with faculty pay need to be managed better. Workday expects everyone to be 12 month employees and it is awkward and difficult to use and set up for 9 month appointments or for undergrad and grad student employment.

I'm disappointed in the elimination of the dean of faculties position and would like to see more info about how the VP of FA can fill the role that DOF was filling,.

Larger is not better. My experience is a flat organization works better when it's smaller. Large structured org chart type companies fail often because too many managers and not enough workers to produce things. In this case the product is students not administration.

The lack of representative balance for academic professional track (APT) mentioned in the Executive Summary needs to be a priority. There are significant inequities created by the present institutional culture. APT aren't adequately represented in decision processes that affect us. APT have a different context from tenure stream and that context matters. We teach large classes, some of us without graduate assistants, yet it is demanded of us to innovate in our teaching practice. I have a PhD in curriculum & instruction from Texas A&M. Innovating in my teaching practice is not a challenge for me. The system in which I teach, however, is.

Seems fine again as long as it does not result in more upper admins

I'm very confused by discussions of the new VP having responsibility for evaluations and promotion and tenure. So he will be totally disconnected and out of the chain of faculty to department head to Provost but still responsible for these? Where is the faculties significant input as a body in the shared governance involved in making these weighty decisions. I don't mean two weeks to comment I mean real discussion and involvement of our representatives.

Establishing a faculty affairs office is a good thing. Faculty need to be involved in charting and developing the terms of reference for such office.

Again a quagmire for appointments, re-appointments, and credentialing.

I do not have an issue with removing the Dean of Faculties and having many of these functions moved under a Vice Provost for Faculty Affairs. I also agree with centralization of HR to include faculty.

Be mindful not to create too many positions. This will cost us. The chart on p18 is a bit disorienting. The report fails to mention that the DOF will be eliminated. Am I understanding this correctly?

I support the idea of doing away with the Dean of Faculties Office and replace it with a reorganized unit within the VP for Faculty Affairs and Strategic Initiatives.

I believe TAMU in the long term will have problem with talent retention. Many younger faculty members seem to move out of B/CS area because they miss urbanism and want to be part of a more forward-looking community. Yes, we have Castlegate and other faculty housing communities, but they are far away from the core of B/CS. It feels at times as if there is segregation between faculty (who are majority international), the rest of the town (who live in old town Bryan), and students (who live across the street from campus)! We need to think of ways to bring in world-class people here and more importantly, keep them here for a long time. Otherwise, we will have to resort to "in-breeding" and hire from our those of our graduates who cannot afford to go to other places. There must be a strong "dual-career" program and even stronger schools in the area. There needs to be better transportation modes and highways that connect us to the rest of the world (outside the Brazos valley).

There is no mention of minority affairs as it relates to the faculty. How is TAMU going to recruit and retain minority faculty members. The state is 38% Hispanic and 13% Black yet the colleges do not remotely represent those numbers. Additionally, clinical faculty and PhD faculty should have completely separate tenure/promotion obligations. What contemporary methods are being put in place to mitigate these differences? how can clinicians publish, do research, and be on the clinical floor at the same time. It's difficult... overwhelming. What is TAMU doing to give promotional equity to clinical faculty that spend 100% of their time on the clinical floor?

## Faculty Affairs - Staff

Please provide your comments related to Faculty Affairs:

No comment.

Creating a new VP for Faculty affairs doesn't actually help the Faculty here. This is a bad move, even from the point of view from a staff member.

Continuing education really needs to be elevated and centralized on this campus. I know the provost's office has worked hard to reinvigorate continuing education, but I feel like we can do more as a university.

Faculty Affairs moving from under the Provost to a cabinet level position gives faculty direct access to President rather than going through the Provost. However, faculty affairs may need the Provost as a filter because there is a lot of faculty and more than likely a lot of issues. The new VP will need to be adept at seeing through the noise and strike a careful balance.

The recommendation to provide better infrastructure to support faculty will be greatly appreciated by all.

It makes some sense to move faculty affairs under the executive. I have heard some faculty who have concerns about how the promotion and tenure process would work. But these issues can be worked out, I think. Separating the Center for Teaching Excellence from the rest of faculty affairs creates some new possibilities (especially since it would align under Student Success). It might have the unintended effect of diminishing the value of teaching for tenure track faculty and reinforcing a division between tenure track and academic professional track faculty. It may seem as though the Center is being oriented away from faculty development for faculty success (i.e., for career development), but faculty development for student success makes a lot of sense to me. I'm enthusiastic about whatever new possibilities potential realignment might bring.

N/A

No comment

I have concerns related to weakening the overall authority of the Provost's office, given that we're at a Research I institution and the faculty are an integral part of our strength and reputation. By taking out faculty affairs from the Provost's areas of oversight, you risk weakening shared governance. I worry that this will cause decreased faculty



satisfaction and, thus, issues with recruitment and retention of top talent.

More discussion and information is needed to better understand how this will be implemented.

The Dean of Faculties needs to be in the Provost's Office and embedded in the academic mission of the university.

In general, I concur with the recommendations on faculty affairs. That said, there are four new assoc. VP positions created to support this role which seems excessive.

No Comment

I support all recommendations.

No comments.

While I believe dedicating more resources and leadership to Faculty Affairs would be beneficial, I don't believe moving it away from the Office of the Provost would be. I believe this will cause confusion and is a sharp contrast to the organization of Faculty Affairs offices at peer institutions. With so many other offices/departments moving out the Provost's Office, I believe Faculty Affairs should be housed there and will receive the attention it deserves.

Per my argument above, I suggest Faculty affairs remains under the purview of the Provost.

If the University believes that renaming the Dean of Faculties position and doing some restructuring would be beneficial, it may be worth looking into. Eliminating the position as a whole (without properly restructuring) would be detrimental to the University. As mentioned in the report, the current Dean of Faculties handles many high-level issues and it is of utmost importance that these responsibilities are still able to be accomplished.

Make Faculty Affairs an office UNDER the Provost, not it's own office. As a staff member who also holds a faculty title, I feel that this proposed move undermines the status of faculty at A&M.

I have not real opinions on Faculty Affairs changes. I am not involved with those processes.

While this sounds like an interesting idea and could be very useful if implemented well, there doesn't seem to be much specificity to this section. The report states that "This newly reorganized unit can further focus on faculty recruitment and retention as well, including special attention to assist growth, recruitment and retention for faculty of color," but fails to give any tangible plans for how they will accomplish this. And if your goal is to recruit more diverse faculty, what does that mean specifically? Will this office actively recruit faculty of color in historically under-represented roles? In concrete terms, how will this proposition improve things for faculty?

None

I agree with moving CTE into a provost-level office and no longer part of DOF. But I wonder what is the difference between CTE and the Office for Academic Innovation? They both are working towards improving student success? CTE work without the LMS (LMS agnostic) and Office for Academic Innovation (OAI) is promoting the LMS. Why cant these offices be together? Seems redundant in my opinion. OAI and CTE both do have Instructional consultants and instructional designers. Can't these staffs be combined and then move the OAI IT helpdesk to Department of IT. So that everyone (staff, faculty, students) has a one-stop-shop that can answer their IT and LMS questions and needs. Currently, OAI only has less than 10 staff members (who handle LMS needs) which is not sustainable for them. Combine this office with CTE and Helpdesk central. This office has a large turnover rate, I have seen >8 staffs member resign every 4-6 months and they seems having a hard time getting staff to work for them.

Moving Faculty Affairs from the Provost office is of significant concern given the Provost is the recognized Chief Academic Officer of the institution and faculty are an essential element of the educational/academic mission of the institution. The position can be elevated to a vice president level position, if this is the goal, and still have the position reporting to the Provost and Executive Vice President. Faculty are charged with the oversight of all matters pertaining to the curriculum offered across the university. Thus, separating faculty affairs from the Provost office would be adding an unnecessary structural divide between the two entities that are responsible for academic matters.

The MGT report attempts to focus more resources on faculty by creating a new unit called the Vice President of Faculty Affairs that reports to the President. Again, this is where I believe the MGT report is partially correct. Do additional resources need to be granted to faculty? Yes. Do they need to be removed from the purview of the provost? No. The

Dean of Faculties needs more resources dedicated to it to support the needs of faculty. There are too few people being pulled in multiple directions trying to meet these needs. I agree that the title of Dean of Faculties should be eliminated, however, the responsibilities should be transitioned to the Vice Provost of Faculty Affairs and Interdisciplinary Initiatives. I propose that this position be changed to just the Vice Provost of Faculty Affairs. In addition, I believe there should be some additional leadership assigned to oversee areas of this office such as Asst/Assoc Provost for Tenure and Promotion, Asst/Assoc Provost for Faculty Recruitment and Retention, Asst/Assoc Provost for Faculty Awards and Honors, and Asst/Assoc Provost for Interdisciplinary Initiatives. Together these units would be built out to provide the additional support faculty need. Currently, the Dean of Faculties has an employee who essentially has three jobs, he's the Associate Dean of Faculties, Chief of Staff, and Director of International Faculty and Scholars. Essentially, we have one person doing three full-time jobs. Yes, if that is what we are requiring of our faculty and staff to meet the administrative needs of the university then service will be greatly lacking. As I have mentioned this unit should stay under the purview of the provost. The structure suggested by the MGT report does not ensure that this VP of Faculty Affairs will remain positions among faculty members. The very title of vice president does not require you to have a doctorate or to serve as a faculty member, the title of asst/assoc/vice provost does indicate that you have the academic credentials to lead faculty. By removing this unit from the provost you change the essential qualifications needed to garner the respect of faculty to perform this work. If we would like to continue to recruit world-class faculty, we need to provide them with an administrative structure that is familiar and consistent with our peers but responsive to the needs of faculty.

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None at this time

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Not clear instructions at college level, but we are working to improve this. Would be nice for them to use Workday as portal instead of interfolio, but I don't know their reasons for choosing interfolio.

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I teach a class at the university as a part-time assistant lecturer, and I think this change is much needed. The only way to improve faculty quality is to make a streamlined process to pay, hire, and retain great faculty or instructors. This cannot be left up to individual department heads. It needs to be someone's focus not everyone's part-time job. Educators will focus on educating over their administrative work. Also, the policy that was effective Fall 2019 where part-time lecturers only get paid once at the end of the semester is not great. I typically get paid 2-3 months after a semester ends. I essentially, work for five months before I am paid. I have no idea if this is a college of ag policy or a university madidate, but it is absolutely a barrier. Thankfully, I am not in dire need of that money; however, I could not imagine being a masters or PhD candidate that relies on that money as their only source of income. You have got to pay people in a timely manner, end of story.

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The data used by MGT to be able to refer to the Faculty Senate was exceedingly outdated. While historical data could be included in building a case, data used to make decisions and recommendations should be current. Faculty would not accept information older than 5 years for research.

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It seems improbable that the percentage of faculty 65 years or older you state is correct. Possibly true in some departments but not overall.

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No comment

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I do not know enough about this section to comment.

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The Office of Dean of Faculties has always been a voice for faculty. Over half of the positions within this department are held by staff. In lieu of this office becoming Faculty Affairs, my hope is that the staff running these programs would be allowed the opportunity to receive equitable compensation in terms of other HERCs and industry. Additional Program Directors should be incorporated in this new scheme. In particular, the Dual Career Program Coordinator should be re-assigned the title of Dual Career Program Director.

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As a non-faculty member, my understanding is the Provost is often dubbed as 'the first among equals/peers'. I equate that as Tenure & Promotion, which is proposed responsibility of new VP for Faculty Affairs position. The Center for Teaching Excellence (CTE) contributes to the faculty/instructor development across all campuses and rank of faculty/instructor. In my opinion, this may be the best fit for CTE in the proposal. CTE could/should/would maintain influence and impact with the student/academic success mission.

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It is my assumption that none of the main authors of the report have ever had a career in academics. Yet they were tasked with reorganizing a University for the purpose of giving more power to the President and the system and less to

others. Most major universities understand that major decisions about running the university should be made in tandem with faculty not imposed by the administration. Where do you envision A&M in 10 years - do you aim for a University of Michigan or a just another Texas University. Look at what just happened to Florida where the administration mixed politics and faculty freedom. Major PR nightmare and assault on higher education.

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I support the suggestions in the report

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I concur with the recommendations of the study

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I don't see anything in this section I think I could provide meaningful feedback for.

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If faculty report to the Provost, why should they be separate?

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There is nothing said here about Discipline. There have been issues with professors doing things that bring shame to A&M and our system. Sure recruiting is great. Sure retention is great. But when a professor does things that bring disrespect to the school that needs to be dealt with. The report ignores this. That is a shame. We cannot recruit great talent in faculty if we allow faculty that does things to bring shame upon the school to stay. You get a better faculty not only from recruiting the best but weeding out the bad.

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None

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I do not have experience in faculty matters to speak to this section, except to say that it seems to be a large (and expensive) division to manage and support 5000 people. Perhaps putting some specialists in the HR department could help streamline this.

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Faculty members need to be held accountable from an individual level and department level. Some department heads do not actively control their faculty and allow them to get away with many things i.e. IT related issues

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I agree with the proposed restructuring.

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Yes to all of this.

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(same; as a staff member I don't think I have any relevant comments here)

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NA

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I worry about the structure of Equity, Diversity and Inclusion in terms of diversifying our faculty. If there is not support from a DEI office, in our case the Office of Diversity, I am concerned in our support in recruitment and retention efforts.

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I actually really like a lot of the way this has been written up.

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The proposed Faculty Affairs Organization is a good idea as it provides the needed support the DOF office has needed for some time. The FAO proposal further identifies the need for support to carry the workload the DOF office has been carrying for many years. The DOF office should be commended instead of recognized as not necessarily positive throughout campus, with concerns about timeliness, fairness of decisions, unnecessary bureaucratic requirements, and lack of clear proactive faculty development programs.

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I agree with creating VP of Faculty Affairs position to focus on recruitment, support, and retention of faculty. Happier faculty should equate to a healthier, higher quality student experience.

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I don't work with Faculty Affairs to provide feedback.

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I agree with the statement: " There should be a significant investment in strategic recruitment efforts that recruits the \*best and brightest students\* from underrepresented areas of Texas and surrounding states by increasing outreach programming, leveraging connections with the Aggie network, and increasing scholarships." This should be regardless of race, creed, culture, ethnicity, age, sex, gender, etc.

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NA

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I definitely agree with needed input from faculty at all levels. And I love the idea of a path to retirement for tenured professors, as well as giving the President the ability to start that process of winding down.

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Internal promotions for staff especially to faculty titles is difficult and involves navigating political waters. There is a gender discrepancy in currently hired faculty members in certain institutes.

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Rec #1 – create a new Vice President of Faculty Affairs position • Additional clarity is needed to understand the “Budgeting & Finance” organization within this faculty affairs office and how this is unique for faculty affairs and separate from the other business/finance organizations shown in the proposal to have a direct line to Finance.

N/A

I think it is always a good idea to focus on retention and upward mobility/career growth from within the University.

Reorganization of the Dual Career Program is suggested. As a participant in this program, I was shocked at the lack of insight, professionalism and assistance. This program actually caused more of a hindrance to my gaining employment at TAMU than assistance.

No comments

How can you take so much freedom from the departments that have worked so hard and for so many years at hiring, P&T, awards?? We pride ourselves on recruiting the very best candidates that we can during hiring seasons. It gives us the chance to show off our ratings and display how great a department we truly are. The VP of Faculty Affairs doesn't know (or seem to care) how great we are because apparently someone thinks they can do it better. We will essentially lose our voice in the entire process if these tasks are taken away from the departments. So many tasks will be removed from the staff that assist the department heads!

No comment.

Why are some faculty allowed to bully, harass and intimidate others but because of tenure, it is not touched. Makes for a poor work environment.

The report does not make it clear what would happen to the current organizations located in the MSC.

Vice President for Faculty Affairs elevates the position in the organization to one of deserving status, but I'm having a hard time understanding how this position wouldn't report to the Provost, who is the chief Academic Officer (at least currently). One thing to consider, would the new Faculty Affairs take over the hiring of Deans and other Vice Presidents, what we call Executive Searches? Will the Provost still provide the lead on these searches or will that come from the President? It's that Executive Searches would also be handled by the Faculty Personnel box in the report's HR recommendation but it's not clear, so clarification is needed. In my opinion, the university should develop its own faculty recruiting strategy and employee professionals to staff it and head-hunt year-round. AABS successfully have done this on behalf of the Provost for several years and has a model that will work very nicely if leadership would like us to share.

Will these duties be centralized from college-level faculty affairs?

Yes, change is needed. The faculty hiring process is too tedious and slow with the numerous "portal" that must be used. My preference would be to move faculty recruiting back into Workday. Workday has been successful with staff hiring to ensure all approvals are in place before someone begins work. We need to ensure faculty recruiting and hiring is appropriately approved before an employee begins work assuming their hire is approved. When faculty recruiting was in Workday, it flowed through the appropriate channels to ensure the approvals were complete.

Since I am not a full-time faculty member, my knowledge of these areas is limited. However, it appears that the only true change is the name of Dean of Faculties to VP for Faculty Affairs, with a reporting line to the president. This does not seem to align with best practices or what our peer institutions are doing. While peer institutions may have different names (dean of faculties, vice provost for faculty affairs, etc.), the majority of their reporting line is to the Provost, who is typically the chief academic officer and includes oversight of faculty.

CLARIFYING THE TRANSITION OF THE UNITS OF IMMIGRATION SERVICES FOR FACULTY & SCHOLARS (ISFS) There appears to be an inconsistency in the MGT Report regarding the proposed realignment of the office of Immigration Service for Faculty & Scholars (ISFS). On page 11 of the report, the office is moved under the VP for Academic and Strategic Collaborations. However, on page 17, the report indicates that immigration services for faculty stay with the VP for Faculty Affairs. ISFS however, does not appear under any of the propose organizational charts. This inconsistency maybe because the ISFS office contains two units: (1) the Unit of Immigration Employment for Faculty and Researchers, (2) the Unit of International Visiting Scholars. Both units operate separately and independently within the office. 1. The Unit of Immigration Employment for Faculty and Researchers, is devoted exclusively to securing the appropriate

immigration employment status for faculty members and researchers. This unit of the office serves and facilitates the needs of the academic departments in the recruitment, hiring, and retention of faculty and researchers. The immigration employment specialists that work in this area interact constantly with department heads, principal investigators, and faculty supervisors throughout the hiring process in order to: - Comply with federal regulations and laws - Prepare the supporting documentation dossier - File the appropriate immigration petition with federal authorities to allow for employment The Immigration Employment unit of the office provides an important function in the retention of faculty and researchers via the sponsorship of their permanent residence. The specialists in this unit are highly trained in federal immigration employment and Department of Labor regulations. They function as a team in the analysis, preparation, and filings of the petitions. The unit of Immigration Employment for faculty and researchers is not programmatic in nature. It does not interact with students nor is it involved in student activities. The support provided by this unit to faculty and researches is through their employers, the academic departments, and pertains to their immigration status exclusively. It operates like an in-house legal team and has direct contact with The Texas A&M System Office of General Counsel and outside counsel. Therefore, we agree with the MGT report that the unit of immigration employment for faculty should remain with the VP for Faculty Affairs as it is actively involved in the recruitment, hiring, and retention of faculty and researchers. This ensures that this highly functional and efficient team remains in the forefront of the overall academic hiring process. 2. The International Visiting Scholars Unit, administers the J-1 Exchange Visiting Program of the U.S. Department of State. This unit of the office is purely programmatic in nature. In addition to facilitating the J-1 documentation for visiting scholars, this unit focuses on outreach, social activities, community involvement, and the wellbeing of the scholar population. This unit is not involved in recruitment, hiring or retention. Instead, this unit ensures that the visiting scholars have a meaningful experience while at Texas A&M University. The International Visiting Scholars Unit utilizes a separate software management system, than the Immigration Employment for Faculty unit. Interestingly, the J-1 Exchange Visiting Program at Texas A&M University hosts both students and scholars. The student side of the program is already housed with the office of International Student Services. Therefore, it makes sense to unite the J-1 Exchange Visiting Program under the leadership of the VP for Academic and Strategic Collaborations as proposed in the MGT Report. Conclusion Based on the foregoing, we suggest that the inconsistency in the MGT Report be clarified to reflect what we believe would provide optimal operational efficiency: Immigration Employment for Faculty and Researchers Unit should remain with the VP for Faculty Affairs, and the International Visiting Scholars Unit to be moved to the VP for Academic and Strategic Collaborations.

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I like the more intense focus and more representative APT participation/consideration across key university organizations and bodies.

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None

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Since I am not faculty, I don't have much to add here. I will note that the Faculty Senate forum to discuss this report generated an unusual amount of activity and negative feedback.

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Not enough insight to comment.

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Agree fully

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I am not a faculty member so do not have any specific comments to add.

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No comment other than to say faculty and shared governance are critical components of this institution. There are some exciting things in this area.

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No issues seen with the report recommendations on Faculty Affairs.

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I agree with so much of the report about this.

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If the proposed realignment of colleges/departments takes place, this introduction of a VP of Faculty Affairs is a necessity. The task of recruitment, hiring, professional development, etc. is too much for department heads to handle alone - thus historically leading to inefficiencies in the offices of department heads.

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There should be some type of Department similar to the Dean of Faculties. That unit keeps everything related to Faculty hiring, and Promotion and Tenure organized and in order before it goes to the BOR for final approval. When mistakes are made, the DOF is able to catch it, before it leaves their office. Which, helps the Faculty Member up from Promotion and/or Tenure have a stronger case.

How does creating a new position change the dynamics of the duties? The current situation seems it would just be moved to another spot.

No comment

No comment - I am not faculty and do not have notable feedback for this item.

I do not have familiarity or input on this area.

If the Provost is the primary academic officer, Faculty Affairs should logically report to the Provost.

I agree that there needs to be a VP of Faculty Affairs.

None

None

All good.

This seems reasonable, although I do not understand what a VP of Diversity would do with no units subsumed beneath them.

The Dean of Faculty previous office was a burdensome office and didn't really represent the entire faculty body. They did not represent the growing number of Professors of Practice (or non-tenure track faculty) and the value they can add to the campus and students.

This reporting structure seems like an elevation in the handling of faculty support services. Removing immigration services, which provides immigration to non-immigrant staff, too, will focus the office on the needs of ALL faculty.

No input to provide

I am not familiar with faculty affairs as much, but the report offered solid arguments for the proposed changes.

No Comment.

Increase credit for faculty outreach to promotion and tenure process. The current criteria discourage faculty from engaging in outreach.

Summary: Realign Faculty under the Presidents Office. Perhaps the Presidents Office will be able to instill a sense of greater responsibility to the University than the Provost was able to. Most Faculty I have encountered believe the University exists to further their needs rather than the belief that they are here to serve the greater needs of the Institution.

Moving DOF to a Vice President of Faculty Affairs promotes strong Faculty relations. I would ensure the department receives plenty of resources, and has a strong partnership with HROE due to the nature of employee relations.

this would make the unit beyond large and programs will get lost

I don't think creating this new position actually helps students.

I bristle a bit at a Vice President of Faculty Affairs position - SIMPLY because the staff is often overlooked. The previous administration started by talking a good game but ultimately failed to include staff in a meaningful way (evidence of this can be found in the 5-year strategic plan [called the DECADE of Excellence - which is terrible] where staff and the services provided by staff are largely ignored). If this position or department is created, they need to be well and fully linked to the operations side of the house and include the staff considerations that come with expanding the student and faculty populations. Please review the growth in each of these three groups over the last 15 years. Do better.

Sounds like a good plan. Dean of Faculties office has been inconsistent.

While This does not directly relate to me anymore, my time as a student showed that many departments on campus do not care about the quality of classes being taught by faculty. If the Office of Faculty Affairs is to help manage faculty recruitment and retention it should listen to student feedback about current faculty and ensure the faculty that is being retained also are of quality and not just showing up for a paycheck. In my experience with the business school, one professor was with the school for 30+ years but hadn't updated his lectures in at least 4 years and just used the same

online lectures and auto-graded tests with no office hours that he actually showed up for. It was not until enough students started failing/dropping the class that he was forced to retire. This was with everyone that I talked to that had this professor leaving a bad review there was enough of a warning that this was a problem but was ignored by Mays administration. This is one instance that occurred on campus with many similar stories just like it. If A&M is serious about having "high-quality faculty" it also needs to have a way to review current faculty that is independent of the colleges which this office could and should be.

"The Vice President of Faculty Affairs will focus on administrative duties related to the recruitment, hiring, professional development, and recognition/reward of faculty, and will work with the Provost and Deans to assign resources for faculty positions and retention." This process needs to be peer reviewed as much as possible however should also receive a larger 365 perspective added to it. Faculty member interactions with staff and students should be added to reviews of faculty members.

- Recruiting people who are leaders in their respective fields must continue to be a priority for the administration. Without a talented faculty, everything else falls apart.

Faculty Affairs has needed an overhaul for years. There are faculty members in every department who are no longer productive or beneficial, yet are collecting enormous salaries and taking resources from departments. Faculty reviews are a joke and everyone, including the faculty members, are aware of that. Recruiting and retaining a diverse faculty won't be possible until there are shifts in the process and mentality of faculty on campus. There are still many departments and colleges that operate out of the "Ole Boy" club.

I agree with the recommendations outlined in the report for Faculty Affairs.

I don't really have any comments about Faculty Affairs as I am a staff member. However, I believe that the faculty should have proper representation and should be treated fairly.

I am not educated on the organization enough to make a suggestion but again I think that talking with the staff about how there team functions would be beneficial.

N/A

The statement that 20% of the faculty being over age 65 seems to be presented in a negative fashion. Maybe we should celebrate that 80% of faculty is under age 65.

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I have seen my share of problems with the Dean of Faculties office. They are slow to respond and can be inconsistent with their message. I also do not believe that any Title IX decision that has been filed against faculty by a staff member should be decided by the Dean of Faculties or a VP for Faculty Affairs. That provides significant bias.

I agree with the changes being made.

If the DoF position is eliminated, I would hope that something akin to VP for Faculty Affairs is created. This is a huge component that needs its own office to handle hiring, promotion, etc. Having staff there that I can reach out to with questions is a must for proficiency at my position.

I fully support all of the recommendations provided by MGT as it relates to Faculty Affairs. I do not work in that arena but the recommended solutions appear to address the reported findings.

No Comment.

I am not in a position to provide good insight into these changes.

I only receive emails and have not had any interaction with this office.

No comment.

I will leave academic areas to the academics. Finance is really a service function to enable proper resource allocation and budgeting. We need to know the mission so that we can enable success through proper allocation of financial resources.

n/a

N/A

I do not have the expertise or knowledge to address this other than having the world's best faculty is essential to our core purpose.

Stated in finding #1 is, "The reputation of (the Dean of Faculty) is not necessarily positive throughout campus, with concerns about timeliness, fairness of decisions, unnecessary bureaucratic requirements, and lack of clear proactive faculty development programs." I would hope that a reorganization of the provost's office and faculty affairs would entail us taking the idea that faculty recruitment and hiring is COMPLETELY DIFFERENT than the hiring of non-faculty and throwing it out a 10-story window. There has to be a better way to manage parallel, non-complementary "DoF portal" and Workday processes. If a faculty hiring gets stuck somewhere and delayed, it's probably sitting at the Dean of Faculty review and approval step...but don't call HR because they'll say they aren't involved in faculty hiring and can provide no assistance whatsoever. If we're going to consolidate/centralize HR and we believe faculty recruitment and hiring processes can and should be improved (and thus overall service provided to our deans, department heads, and faculty improved), let's take a long hard look at why we have parallel systems in place within the DoF and HR to recruit and hire faculty.

Giving "faculty a platform through which they can engage in discourse with senior administrators" sound like a very positive goal. I'm not sure funding an entirely new position for this is the right way to achieve that goal.

These recommendations seem to be good for the faculty and their tenure here. Also will help recruit better faculty in the future when positions come available.

None

no opinionCOLlaboration would

No comment.

No objection to recommendations.

A focus on faculty recruitment and retention is a good thing. It is important to have diversity: diversity of our backgrounds/ethnicities, etc., AND diversity of thoughts/opinions to bring about worthwhile discussions to create a cohesive, not divisive, environment for our students, staff and faculty. Diversity also includes being inclusive of the disabled community, and this is oftentimes overlooked. If striving to have more representation in line with our societal demographics, one in five faculty or staff will likely have a disability. (Food for thought.)

I really appreciate acknowledgement of scholarship contributions of those over the age of 65. It's about time.

No issues, made sense.

N/A

Long overdue.

I agree with a support the recommendation made by MGT.

N/A

AGREE WITH ALL FINDINGS

I agree with the findings in this section.



## Faculty Affairs - Student

Please provide your comments related to Faculty Affairs:

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N/A

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N/A

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a. I think that a focus on faculty and staff is essential to the success of students both academically and otherwise in areas from ensuring there are enough professors to keep up with enrollment to ensuring staff are competitively paid.

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Don't combine liberal arts and sciences

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Why not invest more in retaining faculty and graduate students by increasing graduate student pay and cut back on the number of Vice Presidents this campus has. Adding more bureaucracy does not improve how the campus functions; it only makes this more confusing.

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none

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None, agree with the MTG Report.

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While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

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n/a

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I think the office of recruitment will be just another office that does nothing tangible. The Hullabaloo U program is providing the necessary retention without an entire office. Additionally, I think that focusing on recruitment and associated initiatives, like 25 by 25, show that the university is only interested in increasing income through student tuition and printing degrees. Initiatives focused on recruitment mean putting more strain on programs and therefore lowering the quality and effectiveness.

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Please remove [REDACTED] She is so mean. She humiliated me in class and I couldn't help it but to cry. She shouldn't signal students in class. She isn't even my teacher but I heard she is the boss of my instructor. Other students say that I am not the first one and it occurs a lot.

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N/A

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None

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These changes make sense. Our faculty is massive and a direct network to meet their needs and also giving faculty a say in the cabinet is very good.

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Moving engineering advising to be general is a poor plan and will lead to students being improperly advised. Engineering advising should be department specific so advisors are well informed on the huge range of classes that vary in material and difficulty wildly, which their students they are advising will be taking.

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Please fire people that discriminate based on a different race or gender. Please do not hire [REDACTED] and hire people based on qualifications. [REDACTED] are perfect examples that have the ideology of white

supremacy.

don't know enough to have an opinion

TAMU Faculty senate should prioritize the Aggie values of Excellence and Selfless Service over any proposed demographic requirements that could possibly detract from laser focus upon the ability of a faculty member to be an effective senator. Trust the faculty that have been selected and hired to work for the university to elect a senator based on the content of their professional character and not the color of their skin or gender.

Please don't do the plan. It's not a good plan. We don't like the plan.

Hire more faculty so their responsibilities can be spread out. Currently they have too much going on to effectively pursue every duty assigned to them. Provide faculty with training on how to effectively lecture. Most seem to have no formal training in how to teach a class, resulting in them teaching the same way they were taught. As a result most classes are structured much the same way they were decades ago.

Good.

Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

Faculty Affairs seems flawed at such a fundamental level, that it might as well not exist. If the university won't listen to professors who are concerned about their own safety from having to teach during a pandemic, then what is it good for besides filling out payroll and resolving disputes over food being stolen from the communal fridge.

Good

Faculty affairs seems alright, just nothing too drastic should happen

N/A

Please don't change anything.

Faculty Affairs should stay in the Provost's office - they are the driving force of the University and deserve to be treated as such with seats at all the important tables, not pushed into an obscure department. The proposed Vice President for Faculty Affairs does not appear to actually have any accountability to faculty. They should be driven by and responsible to the needs of those who do the main work of this university, not serve as a top down directive of informing faculty about changes and allocating resources to them. Their role needs to be flipped as their responsibilities are way too big - they should exist as an advocate for faculty to administration and support center rather than an administrative oversight.

I can tell there is a whole mess in faculty affairs because no one wants to help each other.

If you think faculty affairs should report to the president directly then you should agree that the university-wide Diversity Equity and Inclusion post should report to president too.

The Faculty Affairs supports service for faculty across A&M.

Not a faculty member, so I do not have much knowledge or experience with this office. As long as their current needs are heard and considered, I am fine with the proposed changes.

I have heard that advisors are stretched thin in the college of Liberal Arts, why not try and hire more and work on new advertisement and fundraising opportunities for college of Liberal Arts. It is said that very intelligent individuals head A&M University, so why not come up with a proposition to raise money for the college of Liberal Arts without stripping the sole identities of different colleges by merging them.

I want to recommend if you can have the syllabus available a couple of days prior to the start of class so that we can come prepared. I do not like the sudden changes to schedule due dates that occurs throughout the quarter and without sufficient notice. Also, is it possible to reflect this in other sites like Canvas and Achieve? I talked to my instructor that I see inconsistencies in due dates and it causes confusion. My instructor told me that it is out of his control, and it is the Coordinator that is in charge and the Coordinator is the one that has control of the websites. I'm fine with deadlines but I do not like the confusion, and sudden changes. It has hurt my grade twice because of the insufficient notice with

changes. I see it a lot in my Organic Chemistry class. I see it once in a while with my other classes, but it would be nice that dates are set in place, and best at the beginning of the first week. Also, I recommend if professors can grade work within a week or two after the deadline. In one of my classes, I have not even received a single assignment returned to me with a letter grade. The teachers are nice, but it is nerve-wrecking to not know my performance in the class.

It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

None

N/a

Providing a VP of Faculty Affairs would allow autonomous decision-making in regard to the faculty which is a positive effect.

The faculty do such a great job in being present for all the students. They are involved so much with the students also as a TA i see how much work goes on in the biology program to make it the best it can be.

Regular Faculty are underpaid, while the administration and Vice Presidents are severely overpaid.

I disagree with the requirement of all teaching professors to have Masters degrees. Some of the best teaching comes from the knowledge which the APT Professors pick up from years in the industry. Real life, hands on, teaching, in my opinion, is much more effective and important than purely a theoretical education.

None

The fact that they want to minimize the amount of advisors we have and make all students go through those same advisors, sounds completely mad.

This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be it's own department.

I don't agree with the changes for the department of biology joining the biomedical sciences department.

Recommendation #1 would be beneficial, specifically with recruitment and retention for faculty of color. I think that it would also be important to focus on growth and recruitment for younger faculty, as many faculty members are near retirement.

Tamu should stay and operate the same. No changes.

Our department needs to think about the report seriously. The MFA program is relatively weak but both MS and MFA can be strengthened when they can complement each other.

AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

n/a

The VP of faculty affairs calls into question how shared governance would work at this university. This seems like a veiled attempt to take away tenure from our professors.

The faculty affairs are up to the task of meeting the useful information as expected. They help in dissemination and taking care of the students as required.

No comment

n/a

I agree that the bureaucratic nature of the office could impose issues of timeliness in addition to fairness of decision-making. I would propose that to combat this, the faculty within a given college are entrusted a greater role in making such decisions. The faculty are often more informed on the strengths and weaknesses of peers and should be given a large role in deciding who will be promoted, tenured, and newly introduced to the department. This would shift some responsibility away from the dean of faculty affairs, hopefully making him more efficient and promoting cohesion in showing greater value for the opinions of current faculty.

no comment

N/A

I think the structure right now is working and adding too much internal reconstruction will cause a fall of a great college.

Department of Chemistry organization is in shambles. Faculty/staff/office personnel organization are very incompetent, especially office staff for the teaching labs [REDACTED] is rude, condescending, and makes the lives of those who work with her difficult. She has a track record (10+ years) of being incompetent and abrasive, yet no one higher up in the department (chair, vice chair, etc) will do anything.

As a student I have no real comment

I am a student in the Political Science Department. I love the idea of merging it under the Bush School of government. My feedback is that I would love that it be done soon enough so that my degree can reflect that it is with the Bush School rather than under the College of Liberal Arts. Thank you!

Again, there is not much information dispersed about faculty affairs to students, and I may go so far as to say there is not even much given to student workers or TAMU staff. Sentences and degrees are passed down without reason or concern for the opinions of those they affect.

N/A.

Howdy, My name is [REDACTED], and I am a member of the Aggie Class of 2024. I am also a proud student in the Construction Science Department. I would like to provide my feedback in this report about the proposed changes that have been discussed in the MGT report. When thinking about the proposed move of the Department of Construction Science I had a lot of questions as I know several of my classmates had. Would Construction Science become an engineering tract, would we be able to keep all our professors (including those without PhDs), would our head of department change? My classmates and I have been discussing our thoughts on the report circulating back to these and other questions. When I first opened the MGT report and started reading about the changes proposed to Construction Science I was shocked to see how little of the article was dedicated to supporting the conclusions drawn. I was also shocked to see how many students were listed as respondents in the first pages of the report. Out of 500,000 people, only roughly 1,000 students had a voice in this report. Furthermore, I do not know of one Construction Science student who was interviewed in the preliminary survey. How can this be? When thinking about this topic, I thought about what it means to be a student at Texas A&M. I thought of our core values: Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service. How does this report fulfill any of these values for COSC students? I have felt betrayed over the last few days with the lack of information and transparency that has been afforded to my classmates and myself. We are proud to be Aggie students. We are proud to be in our department. I came to A&M not to blow off and waste four years of my life, but because I wanted to do something with my life. Construction Science has thus far exceeded my wishes in all ways pertinent to my desire to be a Contractor. I have felt the value of my education in ways I know other students at different Universities and Colleges know nothing of. I have seen the application of my skills readily in my life, and I have grown to appreciate even more than ever the Aggie network and its spirit. How does the proposed move value the Leadership exhibited by professors who might lose their jobs if the change happens? How does the change exhibit

Loyalty to students who might find themselves in a forced change of major after working for years for their degree? How does this move value Selfless Service to the students of the Construction Science program who came to Texas A&M expecting to receive what was offered from the program? And how does this move represent Integrity when many students have voiced the concern that COSC numbers are simply needed for the Engineering program 25 by 2025? "The primary mission of the Department of Construction Science is to prepare students for successful careers and future leadership roles in construction and construction-related industries." I have seen this mission at work in my own education while here at Texas A&M. "In our department, we treat students like family." I have been thoroughly pleased with the Department of Construction Science and the skills I have been taught thus far. The program has aimed to prepare me for the workforce and to exemplify the Aggie Core Values. It is true that the program is equal to none. The sheer size of companies who are so readily willing to hire Aggie Construction Science students reinforces this point. I mean no disrespect to engineers or the College of Engineering, but the parts that have been so far the least helpful for the development of my skill set have been those classes in my major that most resemble engineering classes. That is not what my classmates and I came here to learn. The report said, "Moving the Department of Construction Science to the College of Engineering will enhance the educational experience and research potential for faculty and students in both organizations." I, personally, and a large portion of Construction Science students cannot see that being the case. Please take this into serious consideration. Thank you.

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N/A

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N/A

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The professors in the construction science department at A&M make that department one the of the best out of all the departments in the University. Our professor take their 20-40 years of experience into the classroom which helps us all succeed.

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n/a

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I disagree with the management report. I personally met with my department's dean (Architecture) and feel as if the office has an open-door policy. Reminds me of why I fought so hard since age six, to get to such an amazing place with such great people.

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None

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In different as long as they aren't liberal

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n/a

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N/A

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N/A

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N/A

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Construction Science is a unique field that does not belong in the College of Engineering. Construction needs all the business classes as most of us will go onto to control construction project finances. Also, most of the structure classes we have now are way too advanced for even the jobs we enter. Engineering classes will provide absolutely no benefit to Construction students entering the general contracting world. The college of engineering and what Construction Science teaches are two separate things that should not be included together. Engineers job and construction do not mix even on a jobsite as engineers don't build actual buildings, construction guys are the ones on the job building buildings.

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no comment

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One thing that I hope goes into effect regardless of the propose Faculty Affairs restructuring is better oversight on tenured professors and how well they are teaching. There are several professors my friends and I have had who are not good - sometimes to a concerning degree. They'll make racist and sexist statements in class and even though we put that on their evaluation forms at the end of the year, nothing comes of it because they have tenure.

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N/A

Don't have any

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As a Dance Science student, the proposed Performing Arts facility sounds fantastic. We have concerns however as far as how this facility will actually be used, and whether or not these proposed implementations will actually be completed and done well. There are certain structural needs that must be in place in facilities in order to safely house dancers that are different from what is required for theater - would these things be taken into consideration when building this new facility?

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Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

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The College of Science SHOULD NOT be consolidated with the college of Arts.

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The recommendation to consolidate into four large colleges is alarming and saddening. I desperately urge the university to reconsider the benefits of smaller colleges, particularly in regards to student retention and recruitment, faculty and student wellbeing, diversity, and research. As a geology student in the College of Geosciences, I speak for myself and my peers when I say this will remove the main reasons students come to A&M for geosciences. When searching for colleges in high school, I originally ruled out A&M out of fear of being swallowed up in a large school. Upon touring the campus, the familial culture of the College of Geosciences, the small class sizes, administrators who know you by name and are willing to bend over backwards to help all endeared the A&M to me. What was unthinkable became my first choice. Many of my peers chose A&M solely because of this. By removing this significant benefit, you will be losing a large portion of prospective students resulting in a lower overall caliber of student recruitment regardless of your efforts to better it. Now a senior, I love the College of Geosciences administrators and advisors, having been able to build personal relationships with them that the large colleges cannot boast. If we are merged, many of these stellar administrators will be laid off or overburdened by the addition of many times more students and a wide-even hodge-podge- collection of majors. We here in geosciences can trust our advisors to know us, our personal goals and struggles, and know they will do everything in their power to help. Not so in the other colleges. In the College of Engineering, for example, advisors do not even know the students faces and the relationship is stiff and cold. I have known many engineering majors struggle to get help in applying for classes, learning of resources etc. because their advisors are so overworked. Merging will only exacerbate the struggles of the larger colleges while dragging down the smaller. This lack of support will inevitably lead to higher dropout rates and mental health struggles. Students like me will feel more isolated, not less. We identify not just with the university as a whole, but as a college with its own unique culture that will be lost with a merge. This move will also harm diversity. It sounds counterintuitive at first, considering the College of Geosciences long struggle with diversity. I make this claim primarily in regards to scholarship. Geosciences is a college with lots of funding due to our important research and participation in IODP. We pull in well more than our weight, especially compared to the arts. The college takes a significant amount of grant money brought in by professors to aid in scholarship and facility development. For our professors, it makes sense that this money is taken as it will be fed back to their own students and facilities. If it is shared with the liberal arts, which brings in much less money despite its larger size, the cut of money being fed back into researching, funding earning students in the College of Geosciences will be harshly reduced, resulting in a lasting decline in productivity and therefor income. Scholarship money is already spread thinly in our college as it is, and it is a significant help to those students who can get it, particularly minorities. If we merge with the Colleges of Liberal Arts and Sciences, our money will be redistributed away from us as we are a much smaller number, yet more prolific college. Our scholarships will be reduced further to accommodate this reduction, pushing poorer students and minorities away from the geosciences when we should be striving for the opposite. Additionally, the merge into a College of Arts and Sciences will hurt the image of our colleges. When I hear arts and sciences lumped together, the first thing that comes to mind is weak science. Is that what we want our university to represent? Prospective science and geoscience students want a college tailored to them and their needs. Think also of the college specific Living Learning Communities (LLC). These, specifically the Geosciences LLC as I was a member and peer mentor of it, strives to welcome students, give them a community of students with similar interests (the geosciences) and teach them things that are useful to know in their fields. An English major wants to learn aesthetic writing while a Meteorology major needs to unlearn that from high school and learn technical writing. Research, job

searches, interviews, types of classes are all vastly different. LLCs are able to specially design their courses to best help their specific students. The LLCs and colleges know this and tailor their resources accordingly to best fit their students. This helps both the students and recruiters in promoting our familial image. Loss of high quality applicants could even lead to the loss of IODP, a major source of pride and income in the College of Geosciences and unique to us in the entire western hemisphere. Even risking its loss would be irredeemable damage to our image and recruitment. Art and science are both noble fields, but are too different to reasonably combine. One or the other will suffer as what is beneficial to the arts will harm the sciences and vice versa. Are such minimal benefits as the convenience of a few upper administrators really superior to the wellbeing of faculty, staff, and students? Has a single person wished their college was larger and less personal? I think not. There are other ways to insure consistency of values across the colleges without merging that will not result in lower enrollment, fewer scholarship opportunities, higher dropout rates, worse mental health and community. Reducing spending is no use if it results in an even larger loss of income. Because of my strong love for this college and university, I beg you to reconsider.

Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

I do not have comments for this.

The report is correct that faculty retention is extremely important. Students prefer to work with the same professors for extended periods of time.

Investing in minorities and expanding diversity programs is much needed in today's climate. Also like the performing arts center idea, since there is also a dance program on campus

none

N/A

I kindly prompt you to accept all recommendations. Your office ought to improve.

n/a

Most recommendations seem obvious, and I do not know why we were not doing this before.

N/A

Faculty retention should be prioritized and the proposition to provide a clear succession path should be implemented.

The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

N/A

Make it easier to complain about crappy professors and TA's. Assign someone to take that information provided by students and actually be able to do something about it. Shouldn't matter if the professor is under tenure, priority should be helping the students not helping themselves.

N/A

Just remember you are representing the Texas A&M University, you have to adhere to the values, ethics and views of the University' current students and Alumni. Not the other way around. You're not representing the University of Texas or any of their systems

## Faculty Affairs - Former Student

Please provide your comments related to Faculty Affairs:

I agree with ALL of the recommendations in the report on this topic. Hiring and evaluations of faculty must be improved to ensure all A&M System campuses--especially the main one in College Station-- hire and retain faculty who WANT to

be part of the A&M culture, not just "have a job" or just conduct research, only. They must be willing and able to teach regularly, engage with students often. If they are opposed to our culture and our history, they can do so at any other fine university.

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Improved focus on recruiting, developing, and recognition of faculty is a positive move.

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No significant opinion on this point. Please just try to keep decisions on faculty & staff merit-based (which is not equal to seniority-based), and try to limit how much politics plays into any decision making (on either side).

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Get to what ails Texas A&M - PC. My son, an honor student and Commanding Officer of his Corps squadron. took a course in African Studies. He expected a liberal bent - there was such a bent, But the liberalism went too far. He had to write a research papers, but was limited by the faculty member as to what references he could use. All the allowed references were very biased in their point of view. This is not right,

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needs reorganization

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faculty should be held to the highest of standards. all professors should be reviewed based on teaching assignments and whether they are fulfilling them adequately. too many faculty, particularly those who also do research, are not doing their job and the students suffer.

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This MGT survey was an abomination. Pushing the narrative further to change the campus and overhaul it to be another run of the mill university. What gives Texas A&M it's strength, power, and future, are the very things that make us unique. Curious how none of the universities we were peer/compared to are even in Texas. These comparison universities are beneath us, or different entirely, in the same manner as milking a cow vs milking a bull, and the complaining that your milk tastes differently. Cherry picked data to justify hitting Texas A&M with a banhammer and to alter the university, remove it's identity, entirely. People say that what we identify as matters, well Texas A&M identifies as Texas A&M, and if you refute that, you're a bigot and are dismissing the lived truth of A&M. Yes the College of Engineering is huge, as it should be. Advising is decentralized, governed by each major, as they should be. You'll never have a one size fits all approach, and trying to shove the university and it's respective colleges into a "big box store" feel, as this report would suggest, destroys the very fabric of what makes us Aggies. Trying to shove in 25,000 engineers by 2025 risks diluting down the degrees or simply put, dumbing down the curriculum to pursue more students. Additionally, merging the College of Fine Arts and Sciences, as many smaller east coast schools do, does not make sense nor enable either entity the ability to perform as unique and necessary institutions on their own. If you wish to improve the university, might I recommend cost saving initiatives like never paying for another such a slanted and asinine survey again. Perhaps considering cutting the University Administration's salaries by 10% as well. Speaking of cost savings, DO NOT outsource student on and off campus transportation. The current model makes sense, and such outsourced services at other universities always ends up being more expensive in a matter of a couple of years than any immediate cost savings might hint. You will pay more, get less, and be confused as to why... Why was this even an option? Look at what happened with outsourcing dining services. Pursuing diversity over meritocracy, over talent or the outcome, is a fool's errand. Diversity should be cultivated organically and naturally, not forced and mandated. Diversity is great, but chasing metrics and numbers over anything else and rejecting the notion of assimilation while encouraging the students to celebrate what separates us is not healthy. Change for the sake of change simply to change and virtue signal will not yet results, will not bring us together, and will not continue the ability of A&M to be a natural melting pot. Let talent speak for itself, and let those who wish to join A&M do so freely. The desire to erase campus landmarks to resemble west coast university appeal also does not sit well with me. Remarks about the Corps of Cadets being "too Caucasian" is not only insulting to our diverse group of Cadets but a surface attack on the Corps' rich history and selfless service. Creating more commissioned officers to the US Military than all the service academies combined should tell you that the Corps has the ability to form the talent, respect, and love for each other that is required in a military environment. The Corps of Cadets, and the College of Engineering, are fine examples of successful melting pots creating cohesion and powerful leaders. As they say, Highway 6 runs both ways. If faculty, administration, or students, do not like Texas A&M, they are free to leave whenever, and can go attend or work for a university more aligned with their emotional support needs. Those who wish to be Aggies will be Aggies. The University has thrived for a century and a half being run the way it is... Forcing us to change to be similar to UCLA or Maryland will destroy our identity. I say this as a First Generation Aggie, who came not from wealth, but a family of poor immigrants, refugees, and poverty. As the first in my family to go to college, A&M represented everything I aspired to pursue and be. I took on tremendous debt to break the cycle of poverty in my family. Texas A&M was the beacon to freedom, and it still is. The desire of the MGT survey



however risks undermining that legacy for the Boogeyman fighting game of "equity" and "diversity and inclusion" while throwing out the University as we know it. I strongly believe the MGT Report offers the chance/opportunity/paper thin justification to radicalize and change the University to better suit the political leaning aspirations of those who dislike Texas A&M.

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I concur with the report findings.

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Howdy, My name [REDACTED]. I am a Construction Science graduate from the Class of 1997. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I start work for Zachry in five short days. I have always worked in engineering when I was using my degree. I worked for [REDACTED]. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards, [REDACTED]

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My, and I believe that of most Former Students, sincere fear is that our faculty may divert from their accredited subjects to expound upon the current leftist trends of "wokeism" and or Marxism in the classroom. Their personal feelings should be left outside the door as they impart only their professional knowledge to students.

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Question is vague, as a former student I interacted with faculty but can comment on their affairs

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My daughter is a second generation Aggie and her experience is way different than mine on the 90s. She had great professors but also some really bad ones that seem Unengaged with poorly written and executed syllabus' and ignore student emails or requests for office hours.

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Online classes need to end. Hire more faculty to support the student body population or don't admit as many students. Students want to be in classes. We pay too much money as orients not to have our kids sit in class rooms.

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The new VP of Faculty Affairs needs to ensure professors and teaching staff are held accountable for academic and teaching standards expected at a world class university (this includes timely grading, response to students and actually meeting with students during office hours). Professors/teaching staff with poor performance, two semesters of unsatisfactory performance reviews and continued negative feedback from students should be disciplined up to and including termination, regardless of tenure status. Professors/teaching staff who are not interested in the well-being of students should be encouraged to transfer to other institutions or retire/resign.

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The comments I made regarding the Provost Office also apply to Faculty Affairs.

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Agree with most recommendations

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I generally agree with the proposed creation of VP of Faculty Affairs that focuses on recruitment and retention of qualified faculty and undergraduates. However, I would hope that the new VP remembers the office goals and objectives and does not simply use this position to grow his / her "empire."

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Recommendation #1: Create a new Vice President of Faculty Affairs position. Disagree. The duties outlined in the report should be the responsibility of the Dean of Faculty. A New VP position would create another layer of unneeded bureaucracy.

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As I stated earlier, I support the creation of a VP of Faculty Affairs that reports directly to the President.

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I like the idea of a VP of Faculty Affairs

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Tenure system needs to be abolished which would eliminate the early retirement system for many faculty members. During my years as a graduate student too many courses were self taught with the professor doing little preparation. Isn't the reason for graduate studies to get exposed to the knowledge of learned professors. It just doesn't happen. The concept of Academic Freedom merely allows tenured professors to indoctrinate rather than educate.

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In sports, you may have good coaches, but the team's success is largely determined by the athletes recruited and how they are developed and kept happy. This reorganization would go a long way to accomplishing the same thing with our key "players"- those who teach and research. They will have a more organized and effective information flow to the president's office.

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The new post of VP is a positive for faculty as stated in the report provided the department works closely with the Provost office and the Academic Deans.

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No opinion

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No comment as I am not totally cognizant of the issues.

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No comment.

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a. Recommendation #1: Create a new Vice President of Faculty Affairs position. i. Finding 1: Disagree. The current position of Dean of Faculty can perform these functions without creating another new position or layer of "oversight" between the President and faculty.

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I support these recommendations - at least on paper. A&M should be a great place to work. We need to give top notch support to make that happen. Where the rubber will meet the road will be to put outstanding people in these positions. And don't just leave them there if they are not delivering outstanding service, resources, etc. to faculty. Get the right people in place and empower them to do their job.

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We didn't realize there was an issue to retaining or replacing faculty. We're not sure some of the 'diverse' professors you're seeking will want to live in College Station

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It is very positive that there is a recommendation and initiative for succession planning and talent development. This strengthens an organization, strengthens individuals, motivates individuals, and would translate to improvements to the students education. I have expertise in leadership development and a number of tools to use for the such. If you are interested in talking to me about this. Please let me know.

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Architectural faculty should profess design by team!

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Hire faculty that believe working at Texas A&M is an honor and privilege. Not a job. Professors need to help students succeed, but that can't be done with huge classes. A&M should pride itself on small class sizes and not just running students through the mill. There is absolutely no evidence that A&M is going in this direction.

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These appear to be sound recommendations but again.....a lot of emphasis on diversity rather than qualifications.

I disagree with this recommendation. Removing faculty management from office of the Provost and Dean doesn't make sense. I agree the function should perhaps be elevated, but rather than a VP, create an Vice Provost position with functions specified.

Definite improved recommendation. A VPres to ride heard on strictly faculty affairs and management makes sense.

needs to go.

Agree with recommendations

PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. My husband and I are Aggies ('91 and '92) and have FIVE A&M Students ( '18, '19, '21, '23, '23) and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of Alvard and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

Faculty is always difficult with smart individuals and financial department turf wars present. Reorganizing to give a unified voice without other things crowding the time management needs to give to the situation is a good thing.

Recruitment and retention of quality faculty is important. However, faculty members who are using their position to promote a personal agenda should not be allowed. There are numerous unofficial reports of students being treated unfairly because their personal beliefs do not align with the professor's personal beliefs. Please understand these students are afraid to speak up.

I'll defer to the faculty on this question. Whatever can make their jobs easier and better, I support.

Professors should be held to the highest standards of conduct – it is not appropriate for our professors to talk about murdering or having dreams of killing members of our government. This happened a few years ago and the professor remained on the staff. It is not acceptable regardless of your political affiliation. Professors should lead by example and uphold our Aggie culture and values.

None

No specific comments.

I do not disagree with the report's findings and recommendation for Faculty Affairs.

The threat to the university's moral and conservative reputation. From an outsider looking in, the biggest threat seems to be coming from the faculty. This great university cannot allow subversive influences from its faculty, even in the name of free speech. Employees have a responsibility to their employer to avoid actions that are detrimental to the company. So should it be with the university, even if it is a proponent of free speech. Subversive actions/comments against the university should be met with harsh repercussions. Deal with them as General Earl Rudder would have. The employment application could include the question: "How strongly do you support the U.S. Constitution?" (on a scale of 1-5). Anything other than a 5 response should warrant additional interrogation/investigation or at least be used as a hiring

discriminator.

The recommendations with respect to creating a VP of Faculty Affairs are needed and appropriate. It is unknown whether efforts to provide a faculty platform could be incorporated into the functions of the faculty senate, but it could be a possibility. It seems appropriate and necessary to promote objectives with respect to tenure and faculty advancement. While I strongly support succession planning it is my understanding that diversity in faculty from other academic institutions is also important and necessary. Anecdotal feedback from faculty I have interactions with have confirmed existing struggles with excessive bureaucracy and slow decision making. (Including frustration with meetings and committees to plan for meetings and committees.)

The administration is better qualified than I am, but many of the recommendations make sense to me.

Na

Faculty at Texas A&M definitely need more support, especially those in disciplines that are not engineering, sciences, or education, which is frankly all the school managed to invest in previously.

Support VP of Faculty Affairs & think faculty should be supported, heard but , a big but... they are to teach, explore all sides ... give our young people chance to think & form their own opinions. Who screens, hires & monitors classrooms? What kind of faculty do we want to attract? Who is making those decisions?

No comments.

None

No comment

No comments.

As a former faculty member, this new structure seems like it might be more responsive and effective in continual strengthening of faculty supporting the TAMU mission.

If the faculty and administration believe that these changes benefit the operation of the university then these changes should be implemented.

I think it is vital to build trust with faculty by devising more ways for them to be heard and build trust with leadership

The Journalism degree should be kept under the department of communications as the two disciplines provide complimentary instruction for students wishing to pursue promising careers in media, advocacy, public service, and corporate affairs. I fear the lack of a focused journalism degree will diminish opportunities for students wishing to pursue such a major at TAMU and look to other schools such as UT or UH that have dedicated journalism programs. I minored in journalism and went on to attend the Bush School where I graduated in June of this year. I find my journalism background very helpful in my career as a Public Policy consultant where I worked with tech firms such as Salesforce, AWS, and AT&T to build out their government affairs framework. The practitioners, professors, and administration within the communications department are well-versed in curriculum related to media, communications, and journalism and, I believe, the best to be teaching the subject at this university. Please keep the journalism degree under the department of communications so students can receive the top-tier instruction needed to pursue the career of their dreams.

I hear from current students of professors that are "forced" to teach classes they don't want to and how it shows in their lack of effort to educate the students. I find this very concerning.

The erosion of Texas A&M culture due to the erosion of faculty that graduated from Texas A&M is alarming.

Mostly seems like consultant speak for reorganization. IS there really a problem that needs to be fixed?

As stated in my comments submitted in the Provost Office section, the unabashed pursuit of diversity goals is not what Texas A&M needs, nor will it result in improved rankings or greater achievements of its students. Instead of focusing, "...special attention to assist growth, recruitment and retention for faculty of color" why wouldn't Texas A&M prioritize finding the best possible person for a given position? The stark and blatant goals of pursuing faculty with a certain skin color instead of the best person for the role isn't a respectable step towards improvement...it's racism, plain and simple.

To pretend that an appreciable portion of students would perform better at school if only there were more faculty of their race is to infantilize both the students' maturity and their intelligence. Texas A&M must be a bastion against the creeping tribalism that has overrun so many other universities and institutions, driving them to ever broader action in order to appease different stakeholder groups created by the very actions those institutions took in pursuit of increased diversity. Texas A&M students don't need this type of educational and interpersonal coddling from their school administrators, they need to repeatedly hear the truth: they are welcomed as individuals into the Aggie Family, their racial and ethnic particulars are not what defines them, and they are all seen as equals in both their potential level of achievement and their personal responsibility for their own actions.

I concur with the recommendations in the report and believe there must be greater focus on hiring and retention of diverse faculty.

Uninformed, so no comment.

I do not have enough personal experience of knowledge to comment on the study's recommendations in this area.

N/A

As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments. Not only would it be horribly inefficient for all of these departments to duplicate their courses, but silo others within funding efforts.

The new organizational chart looks as if more positions are being created. Is there a real need for more positions?

Recommendation #1: Agree, but with oversight. This is a very powerful position and is ripe for abuse. There needs to be a structure that encourages hiring and promotion based on merit and student satisfaction not DEI metrics. Liberal activists that degrade our history and culture (which already embraces diversity of race, gender, ideas, and speech) should NOT be in charge of hiring and promotion.<sup>89</sup>

The faculty and the students are the university. The administration neither creates nor disseminates the new knowledge on which the reputation of the university depends. It is necessary to free the faculty from the constraints of a top heavy administration and the restrictions of academic boundaries in order to increase dialogue and creative intersection among the diverse disciplines resident within the university community.

Again, with the mention of diversity, hiring faculty of color, and changing demographics. The office needs to focus on hiring faculty that have obtained status in their fields, are qualified to teach, and will bring prestige to the university. Color of skin does not matter. The office also needs to focus on recruiting students who can handle the rigor of the university, not water down traditions, or wish to change the culture. Admit students who want to be there and are qualified, despite the color of their skin or the culture they come from. As a latina woman I am sick of hearing that people will recruit me to fill a quota. Recruit me because I am worthy.

More progressive nonsense.

It seems we have a high turnover rate and very low training for faculty. I agree, we could strengthen our faculty by naming a new VP of faculty affairs and have them report directly to the President. Here again, if we hire Aggies, they

will never want to leave because they have Aggie Pride and want to make the university the best it can be. I also agree we need to work on retention and development. I would, however, look at why we have some tenured professors who are an embarrassment to our great university and yet they still have jobs. This reflects poorly on Texas A&M. There needs to be stricter control on professors that are constant agitators and who defy school policy and the law. Those folks give our school a bad name and discourage good professors from applying.

20 new units??? Does the president really need a new cabinet member? Are we not doing any of these tasks already? Why was the current organizational chart not included? This study uses a lot of words, but doesn't appear to tell the current story, just criticizes it.

No comments

My wife is a faculty member at a Big 12 school, and helping the development of faculty is very important. Different departments vary widely in what they offer - and woe be the faculty member on the outs with his or her department. So, the new Faculty Affairs section will be helpful

A&M is unique, and I am certain the faculty would like more input into certain aspects, but I also believe there has to be some balance. From previous years there is a strong feeling of loss of some of the conservative nature of the school and faculty.

None

A&M has grown so large over the years and it appears we cannot keep up with the growing number of students. Students cant get into classes. Not enough classes. Not enough staff to support all the classes. Impossible to get into see an advisor. And advisors often are not giving correct information. Over the last several years we have seen staff members who are not upholding our core values. Their behavior is an embarrassment to the University. Faculty needs to uphold the values just as students do. When hiring faculty, hire staff members who support A&M values and traditions and culture. Not those that want to fight the system and divide the campus.

Faculty and staff should most definitely have a clear path to progress through their careers whether just starting out or tenured to retiring. Having a department that focuses on academics is critical. Research is great and I am sure bring in the money but faculty need to be trained on how to EDUCATE not just read a power point and create exams. The 2 year institutions have great faculty who focus solely on teaching. They are not beholden to money from grants or producing set results from research... maybe there is a lesson there. Train faculty with PhDs to teach; that training can come from the faculty affairs division that was recommended sort of a center for teaching and learning... then we can produce students that have learned more... because they are taught with better faculty. This can be an innovation in the education program....

In this case proposing the addition of 2 more VPs to the TAMU leadership is difficult to understand from a cost perspective. The fact that one position will essentially replace the Dean of Faculty is a plus. The addition of yet another VP over faculty affairs for additional overhead is a concern. The argument for the need of the position with respect to the duties on the position is persuasive. However, the recommendation to "sunset" outdated programs should also be followed, along with as assessment of the value added of all VP positions. The response to this report should not be solely to increase overhead positions at the university without also reducing overhead in other areas. This doesn't need to be a net-zero proposition, but considering the cost of tuition (I'm also PES donor and an Aggie parent) and the services I've seen students receive the last 7 years, I'm not in favor of solely adding overhead without any benefit to academics.

Want too much power

Reorganization to give the faculty a greatly missing voice is needed. Communication is greatly lacking as is support of the faculty.

Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

None

I appreciate the suggestion of overseeing all departments in the spirit of financial efficiency.

In favor of a VP of Faculty Affairs to improve communication and feedback. Historically, the relationship between university level faculty and students has been odd and disjointed to say the least. There's a definite disconnect. This

must change, so that the typical warning given to most incoming freshmen regarding how to approach a professor should no longer be necessary. Approaching and communicating with a college professor and his/her staff should be much like a student approaching high school teachers and administrators. Professors are notorious for pushing their graduate student as the liaison, the intermediary, the go-between. So, if this new position VP of Faculty Affairs will also improve how professors choose to connect with students, communicate better with them and be approachable, I'm definitely in favor. Obviously the majority of what was written regarding this new position was at the hiring, retaining level from the top. Please do not forget about that professor/faculty member and his/her students and communication that must improve.

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No comment.

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NA

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We need to do a better job in the College of Engineering with providing better quality faculty and incorporating more professors of practice into the faculty. Students are generally not getting a good practical experience. There has to be a way to separate research from teaching. In some cases you may have researchers that are good teachers but my experience and that of my daughters is that it is very rare. The College of Business seems to have figured this out well. There also needs to be more transparency during registration as to who will be teaching the class. If this is done, you will see very quickly who the poor teachers are as the students will avoid them like the plague based on past ratings and reviews. I have also gotten this feedback from interns that I have hired. The curriculum is lacking in the application side of the theoretical.

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The only problem I have is when qualified professors come to the school from different parts of the country and do not get the vibe of the university. It's unique and filled with really smart kids. They are coming from areas that are filled with overwhelmingly liberal mindsets. I'm ok with this as I believe discussions should be robust but I am not in favor of making this into NYU or UNC or Berkeley. The whole....the Corps is too male grated on my nerves. Women are in the Corps. We had our first female commander who was incredible. Is the faculty encouraging all types of members to apply?

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I have become extremely concerned with the "radical", public statements and positions of some faculty members - particularly those in the last few years which seem to incite hatred and tear at the fabric and public reputation of our university. I would expect there to be provisions for better background checks and for more prompt disciplinary action when the actions of a faculty member (or student) are deemed detrimental to the mission and reputation of the university. Please continue to recruit and retain world class professors and faculty...and do a better job of marketing/highlighting them as a great and positive asset. Also...please continue to expand and promote real, practical faculty recruitment and initiatives like "Professors of Practice". From my own experience - the lessons I learned from professors (and lecturers) with real world industry and commercial experience were far more valuable to my own professional success than ANY single pure academic/theory class I took.

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To retain the best of a diverse faculty, and to preserve their experience and knowledge, there should be a system for retention of knowledge and best practices, in order to allow the faculty to pass along the best of their experience. Plans should be put in place for faculty development (in the professional sense). Establish a faculty/staff (career) life cycle model based on developmental milestones rather than calendar points. Develop a strategy for faculty regeneration and replacement.

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Faculty needs to be held accountable when they call for going against the principles of Texas A&M University. When faculty goes against the core values or code of honor, having tenure should not matter. Last summer when an anthropology professor called for the destruction of campus property he should have been fired. When he told his students to wear a hat inside the MSC he should have been fired. As a former student with no current ties to the university except being a football season ticket holder, if I am aware of these things I know darn well the upper powers with authority know these things as well.

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Teach and do not indoctrinate. Honor A&M Heritage and Tradition above Woke and so called diversity.

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N/A

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I agree with the recommendations in the report.

Just moving people & positions over from the Provost, are all these positions still needed or consolidated? So it is hard to see how many people currently report to the Faculty Affairs position. There needs to be care in not increasing overhead/people or a lot of new positions. Sadly this report does not include #'s of people involved and is too general, in my opinion.

XXX

The faculty and staff seem to be pretty much satisfied with things (70% +/-). If it ain't broke, don't fix it.

Faculty members should focus on their academic area. Aggie grads, and I hope most current students, are willing to listen to arguments for cultural change at A&M of all types - from faculty members and student alike. However, these discussions should develop as "food for thought and considerations for change" and should not degenerate to activities that bring negative attention to the A&M campus.

Recommendations sound logical.

Agree with assessment, not enough freedom to express their ideas.

The organizational charts were incomplete this section. I am not sure where the immigration services for faculty and scholars will go as the office is placed in two different places in the report. The office should ideally be under the VP of research where it can coordinate with the export control office to ensure that the university is following the export control and immigration regulations properly. The report does not provide a cost/benefit analysis of the effect of these changes. In some cases, the offices may need to be moved physically to be in one location. It can be a very expensive proposition with no clear returns provided. Texas A&M University has withered the challenges of the last two years very well. I am not sure why such drastic steps are being asked. What will be the benefit?

The recommendations seem appropriate.

None!

In the area of recruitment, MGT emphasizes the need to diversify faculty demographics in order to achieve demographics that mirror those of the state. This over emphasizes racial and cultural diversity at the expense of diversity of ideas, which would bring real educational value, and cannot be achieved by focusing solely on race and cultural background. Additionally, we should focus on academic excellence above all other criteria in hiring, with a true appreciation for A&M's unique culture as the next most important consideration.

See below.

Texas A&M has some of the best educators in the world. These recommendations will strengthen that.

Approve of suggestions.

None

I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

The college of Architecture needs to hire more industry experienced individuals to teach, and pay these people a salary competitive with the private sector. Also, when I was a student there seemed to be drama between the faculty at the College of Architecture. All of the personalities are needed in order to provide the students a well rounded education. Construction science must remain with college of architecture. VIZA could move to new college of arts and sciences, but a program specifically for architectural visualization and rendering should be created in its place within the college of architecture.

N/A

See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes based on this report.



Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

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n/a

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I approve the recommendations.

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We had a son who graduated from the University of Virginia and the mentoring of their faculty was something that amazed me and still causes us to support their work with today's students. It made me remember a couple of profs that really helped me during my senior year. I hope that strong, solid bond still exists between faculty, its academic codes and commitment, can emerge as one of the strengths of Texas A&M as well.

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No specific comments on the Provost Office.

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Faculty is awesome

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As a Former Student, I'm shocked that the University has allowed a small number of radicalized faculty to hold a megaphone for all faculty. All across America, businesses have standards by which employees may not promote hatred or violence. Even current students are held to those standards. The University should hold faculty to the same standards.

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There seem to be some worthy recommendations. However, the MGT authors seem not to understand the history nor the transcendent greatness of TAMU as a land grant institution! We are not a liberal college nor do we want to be! So to imply that we are trying to convert us is NOT where we want to go! to suggest that we are lacking in this category is rubbish! What we need to concentrate on is fixing the radical left's influence in that College! And, the Faculty Senate has a "say" in these affairs but they do NOT decide! Since they were the only cohort mentioned at the beginning of the report is insulting and totally unprofessional! Same of MGT!

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The report states "focus on faculty recruitment and retention as well, including special attention to assist growth, recruitment and retention for faculty of color". There is no stated provision for disciplinary authority.

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After reading the repor it is hard to know how to comment on it. It looks to focus on restructuring in ways that the average former student may not be able to evaluate.

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I resent the independent actions, comments, publications of any professor, no matter what level, without the prior approval of their employer, TAMU & the President. All of us should have respect for the traditions of TAMU.

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Focus on your people and success will come. I completely agree with using resources to further advancement of staff because that will directly translate to student success.

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I know we're a huge university, but I am surprised and bothered to learn the faculty has not had a direct line of communication with leadership. The recommendations are sound.

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Dean of Faculties is a dinosaur position. This change is both progressive and can eliminate an outdated structure with conflicted goals and objectives.

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Professors should be the advisors of students, when you have others in that role it is the least effective. Faculty hate it and students do as well.

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Same comments as provided to the Provost Office.

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As a Former Student bus driver for Texas A&M, this is the only capacity in which I can speak to Faculty Affairs (though I did attend a Faculty Senate meeting once as a member of the Student Senate). I drove buses across 3 calendar years and had over 1500 hours behind the wheel under the TAMU Transit department. When the SWOT report spoke of department siloing and unclear leadership I immediately thought of this branch. The students are ok, but some of the senior leadership at Transit as well as the veteran (full time) drivers have some sketchy things going on. There are inconsistencies with how staff is punished when they fail to perform, and that's not getting into the weirdness that some of them have (see linked news story, from when I was driving and was using the restroom in question - <https://www.kwtx.com/content/news/Ex-AM-employee-arrested-on-charge-of-hiding-camera-in-restroom-510078841.html>).

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What would this new VP position do... the bureaucracy at this school is plenty big as it is.

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Don't take good jobs and pensions from the citizens of College Station.

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This group needs to vigorously defend the right of free speech by faculty

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Having never been an employee or faculty, I can't really comment.

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Please review professors who are agitators. Those who do not represent Aggie Core Values should not be on campus. Acceptance of all points of view must be adhered to on a public university campus. One may not agree, but they cannot work to silence opposition.

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The center for teaching excellence should follow the faculty to the new VP for Faculty

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The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

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Recommendation #1: Create .... Agree, the faculty needs a voice at the highest level.

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Please make sure you have checks and balances to prevent Marxist or Socialist professors from preventing free and open dialog for our students to learn.

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Faculty affairs. Over the last 40 years my Former Student eyes have witnessed an increased employment of left leaning professors. They seek catch words like equity and equality. They thrive to recruit philosophies and theories which reflect them. Our faculty members have no understanding of conservative ideals. And thus they find our thoughts foreign and strange. Our faculty members want our Former Student monies, an endless stream of our treasury they seek. Do they give back? No. They want more liberal failed ideals. Do we need more diversity? No, we need to accept students who seek our conservative ideals and tradition of loyalty. Do we need a stronger Faculty Senate? Absolutely not. We need employees who understand the term "Yes, Sir". As long as they accept our money and support, we the Former Student require their loyalty to what has served us a lifetime.

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If this saves money, implement it.

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From my perspective there is a REAL disconnect with the faculty. Over the past several years my conversations with faculty members has been concerning regarding the first priority of Texas A&M - the students. I've routinely been told that "research" is the core focus of A&M and that the students are a "necessary" requirement. Respectfully, the students should be the PRIMARY focus of all faculty, staff and administrators. Research is indeed important and A&M plays a vital role in providing cutting edge advancements in R&D. This said, most students attending A&M are interested in learning life long skills and WORKING outside of academia. I would opine that the success of the Association of Former Students is based on A&M's historical investment in teaching life long skills of these former students who now contribute back to A&M. If A&M continues on the trajectory of being what one professor told me "the Harvard of the South" then the University will be losing the "long game" of a core value - "students first".

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I definitely believe that there are improvements to be made to improve faculty training and feedback within the university, but I don't agree on centralizing it too much so that you have people from say the College of Liberal Arts trying to tell the College of Engineering what they should be training on and how they should run things. For instance, emphasis once again in this report is placed on "color" of professors meaning the color of skin that someone else deems as NOT having the color that they want and think is under represented. I haven't ever seen a report at an ALL black university stating that they need to include more white faculty, or an ultra liberal university stating that they need to

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find more conservative professors to better represent the demographics of the state. By the way, I didn't see in the report the political diversity needed amongst professors because there aren't enough conservative professors. You definitely do need more conservative minded professors especially to represent the political demographics of Texas being over half conservatives here. If you think that student political demographics should be representative, then professor political demographics are definitely fair game and one of the most under represented groups.

Many of the faculty at the university need to be terminated immediately. Teaching of anything CRT related, race biased, etc. needs to stop. We need quality teachers that are not part of the lunatic left. We need teachers who teach facts, not their political viewpoints. If they don't like A&M's culture, they should feel free to go somewhere else. Do not create anymore groups to support faculty. This is a waste of taxpayer and former student money. We do not need additional committees. We need less. Address individual issues as they arise. Professors should not be focused on their own self-interests.

I have no comment on this other than it looks like the new organization will allow this part of the organization to function more efficiently moving forward as it will not be reporting into multiple directions or leaders.

Good

It is a bad idea to create a VP of Faculty Affairs.

No faculty should work within the system who is known to be anticapitalistic, anti-American, politically or racially divisive.

I like this recommendation as well as it seems like it will improve work flows.

Effective faculty management and attracting younger faculty is critical to ensure top-tier learning opportunities.

Don't go woke!

Proud that faculty tends to become better and better

My perception is that the Faculty Senate is too powerful and is not that good of a reflection of the sentiments of the majority of the faculty.

You need to balance the workloads so that women Professors have an equal opportunity to succeed.

There are a lot of politics involved in the Faculty Affairs which polarize the hiring and retention efforts. This is reflective of the condition of the state of politics on a national basis. Many of the various Colleges within the University system are comprised of more conservative thinking and values which conflicts with the normal bias of the majority of Academics Professionals on a National level. This is reflected in hiring and retention at every level. Equality across all levels based on Merit and not equity charts will make the TAMU System better academically and in all Research. We want the BEST not to be the top of the "equity" charts.

MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

Can't comment.

I already hear enough wining out of faculty. They need to remember Highway 6 runs both ways and that they are at Texas A&M, not some liberal cesspool. If you think the new item will address that, great. Otherwise don't waste taxpayer money. This is also another paid position when all we hear about is how much money you don't have.

n/a

Agree

Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

None

Yes, Profesional development is needed along with cultural sensitivity training

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I don't understand the issue enough to have an opinion here.

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The color of a persons skin should never be relevant in hiring decisions. Good faculty members want to work at the best college. If TAMU focuses on being the best college, the right people will want to work there. We have to drop this motivation to hire people from certain demographics. If you're the best, nobody cares.

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With high demand for more faculty/high profile faculty, changes that provide more support for our faculty could be a differentiator towards acquisition and retention.

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Earlier this year I submitted an application for a Professor of Practice position in the new Environmental Engineering Department which had formerly been under the Civil Engineering Department. A third party web portal was used to collect most of the application and reference information. I had been in contact with the Civil Engineering Department as a C.E. graduate in 1982 and P.E. in 1987. I had also been in touch with [REDACTED] [REDACTED] I felt I had both a strong application as well as very strong references. Through the formal process the communication with candidates was almost nonexistent. My references were not contacted. I was not interviewed either by phone or in person and I was sent an email that other candidates were stronger and that I was no longer in consideration for the position. I certainly know nothing of the other candidates or who eventually was placed in the position. My feedback here is my extreme disappointment with the process and communication. I am concerned about the DEI agenda swinging too far in one direction. The University is moving quite far from its past culture and is beginning to alienate a significant sector of the former student population. This dilutes and weakens the Aggie Network which has been one of the most compelling factors in attracting the best students to the University. Os Guinness' recent book titled "Last Call For Liberty" uses a term to describe the evolving U.S. culture as a "cut flower civilization." If we cut our flower from its roots (in his case he is referring to the Judaeo Christian roots of our nation's founding) the flower may look nice in a vase for a while still but that flower will wither and die for having been severed from its roots.

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Recruiting students is important, but recruiting faculty is more important.

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N/A

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Faculty could be a huge champion of Sustainability and Environmental Protection for A&M Operations. They are not. Sustainability should be woven into ALL A&M planning and activities. Also, are they willing to be open and honest with themselves when their Teaching effectiveness scores based on anonymous student feedback are low?

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Like

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Ensuring a ratio of represented faculty through things like shared governance makes sense.

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Faculty members should be able to clearly speak English in order to instruct students. Professors may be at TAMU for their own research, but they have to be able to communicate effectively with students.

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See comments on merger of colleges

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I agree. I think this is a position that could greatly benefit the staff at TAMU, allowing someone to oversee development opportunities, which only in turn makes TAMU better.

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133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

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Ideas for change should come from the faculty, not an outside consultant that doesn't understand A&M's identity. Increase pay above inflation to keep talent. Even if tuition has to rise, people understand rising costs due to wages in today's times.

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Liberal faculty have no purpose at A&M.

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No further comments. Not enough information to agree/disagree with recommendations made

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None

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Do not want A& M to become tu.

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Don't create more vice president positions. The titles are meaningless and honestly kind of bizarre, they don't actually mean anything and only serve to make your school more expensive. Trim down your bureaucracy, you don't need to add more administrators you just need to work smarter. That shouldn't be too difficult for aggies, right? Take pride in your work.

The staffing issues at A&M seem to fit the larger narrative of the modern American and Texan workforce, and the general recommendations of investment in retention and quality seem well intended to address some aspects of the issue. There does seem to be a disconnect of detailed implementation from a rebranded office (as it appears on the surface at least) to the established issues of bureaucracy. The briefly mentioned issue of undergraduate superiority also stands to be a deeper issue for recruitment and retention. More investigation and investment may be made to prioritize graduate education- as a collaborative foundation for research that motivates quality faculty. Otherwise it seems mismanagement is only part of an issue where faculty find better opportunities for their interests elsewhere.

None

Faculty Affairs should be a service department for the individual academic institutions to assist them in recruiting and retaining faculty and not become an all-powerful dictate to force professors onto departments. Diversity is key to continued excellence in teaching however, qualifications should not be weakened to achieve this end.

There should definitely be better support for faculty and staff. TAMU deserves to have the best and it seems strange that retention could be an issue for a place we all love.

Get rid of the Chinese spies and cut back on overseas students. China is our primary adversary so please stop educating them in S&T. You're educating America's enemies

Attracting and keeping highly qualified and motivated faculty is key to having an outstanding university. Additionally, a clear pathway for growth in a career is important in keeping well qualified professors.

I may have misread this portion of the report, but it appears that TAMU is expanding the org and structure. Those may be needed, but do not like seeing unnecessary growth in governance or administration.

None

I would like to reinforce that traditional values should not be abandoned and that our Great University should not fall further into the trap of educating our future leaders with what many across our nation are being force fed. It is important in creating leaders who will follow traditional (and moral) teachings.

Any actions that develop faculty, especially those seeking tenure. During my academic years, I had many faculty staff, in various courses across differing topics, that needed teaching and soft skill development. Especially the ones having tenure.

Faculty are an underutilized brain trust. They are put on committees to handle menial largely beauracratc tasks and are ignored in creating direction for the University.

Too much emphasis from the faculty on tenure and keeping their jobs surfaced in the survey. Obviously important to them, the key goal should be providing education to students whose lives they are impacting.

Get rid of Alvard. He is an embarrassment to the university.

There does appear to be a need to address (and possibly centralize) certain faculty affairs issues, such as termination, performance assessment, and future needs.

I will leave this section for comments by A&M faculty.

Agree with the reorganization suggestions.

Faculty are people, just like students and formal students. Keep a good level of communication for & with them. Don't play favorites.

This seems like a logical step, however I'm assuming each Dean would have final say of those employed with each college. I can see some "one size fits all" issues when it comes to the requirements of each particular set of faculty.

No r

More development is needed for facility.

Agree with recommendations

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none

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N/A

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No opinion.

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We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

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Faculty should not push their views on students, they should let students to think for themselves

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Supporting faculty and encouraging retention is crucial to A&M's success. This new dept seems like a good step.

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I believe the Faculty Affairs needs to address, not only recruitment and retention of faculty, but also training the faculty on HOW TO TEACH TO STUDENTS, unless it is the last item combined with workshops. I didn't see that at all in the list of responsibilities listed: faculty hiring, tenure and promotion, faculty reviews, faculty recruitment and retention, dual career programs, immigration services for faculty, ADVANCE, GURI/CRI programs, faculty honors and awards, faculty development leave, faculty records, faculty credentialing for accreditation, and training/workshops.

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Maintaining the balance of power and input among faculty, university staff, current students, and former students is first and foremost important. NOTE: Yes, Texas A&M is a conservative school. It is a unique school among public universities, and that is it's greatest strength. Texas A&M should NEVER aspire to be like Harvard, Princeton, USC, or any other liberal, 'woke' college. Faculty often are at the core of this 'wokeness'. The Faculty should ensure ALL points of view are welcomed...even ones we don't agree with.

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In general this is a good idea, however it should not overrule the needs/decisions of the Colleges/Departments in faculty needs and recruitment

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The faculty should love the values and traditions that make TAMU unique, special, and authentic. If they do not, if they promote propaganda rather than a free exchange of ideas, they should be removed from the faculty because they are ipso facto no longer educators.

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Sometimes the best faculty are hated by academics. Corporate raiders for example win in the real world but aren't mentioned by academia as legit. Students aren't prepared for the dirty real world.

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I believe the aspirations related to faculty affairs are nice. However, I believe as a former student that I prefer my instructors to have been the best qualified and most accomplished for their position irregardless of inclusivity. A&M needs to remember that in its wokeness. I noticed faculty priorities 3. elimination disparities 5. Refocuse Aggie culture.....through the years and growth as your own chart has evidenced by Latinos alone disparities have quickly aligned. And there is no Texas A&M without the culture. So if these are faculty focuses before.... 6. Improve collaboration, 7. Increase student engagement. 8. Expand professional development 9. Increase community engagement..... Texas A&M needs NEW faculty.

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Stop promoting/prioritizing the jab

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I don't have a strong opinion here, but I do think the recommendation listed to create a VP of Faculty Affairs has potential to help TAMU faculty.

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I support the creation of a VP of Faculty Affairs. Acquiring and keeping the best faculty is essential, ultimately, to students' academic success, and their success in their subsequent careers. I strongly, strongly support investment in cultural centers.

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I agree with the proposal of the new position given my comments under the Provost section.

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Totally Agree

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None, I am not qualified to comment

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As changes are considered in this area, it is critical to insure A&M attracts and maintains the very best faculty possible.

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Benchmarking other institutions can be helpful, but it can also lead to perpetuating ineffective policies. And just because a policy is in use elsewhere does not guarantee it will improve A&M.

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Less focus on diversity. Focus on merit and alignment with TAMU conservative values and school traditions.

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Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

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Sounds alarmist, ". . . more than 20 percent of the university's employees are currently over 65 and possess enormous amounts of institutional" . . . that's probably always been the case; and no different than other organizations.

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Efficiency makes more sense - like these recommendations

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An excellent idea and frankly surprising it does not already exist.

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We should keep our conservative background in teaching our students. A & M has become a great teaching facility due to hard work by former students. Just look at what former students have accomplished.

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I think if we are replacing an outdated position and not just creating a new one to shift work, this is a reasonable recommendation. I also think the cost of an education keeps increasing, and as such, we need to be conservative with the number of administrative positions.

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This is an idea that should be adopted at all Tier I institutions to help inspire best possible benefits for faculty - I strongly support doing it at TAMU.

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Professors should not use their position with the university to express their political opinions.

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**MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.**

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Faculty Affairs - I would assume any professor tenured or not to be out on notice for inciting destruction of property or harassing others with different political views. It is far too common for those on the Left to "use" being a victim to destroy those who simply don't agree or share their opinions. These faculty who cannot tolerate an opposing view should be fired or given leave to decide if they want to be activists or professors.

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None

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The proposed Faculty Affairs org chart seems excessive at first, but is most likely needed for several reasons. The chief reason being quality recruitment and training. This due to the fact that 20% of the faculty is over age 65.

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Don't be afraid to teach truth. The fear of persecution should not be the driving force in regurgitating falsehoods and party agendas. Lies that are accepted by the masses are still lies. Teach students how to do their own research instead of just being a group who believes everything they are told/read. This will create true learners, true education, and help preserve a society worth living in.

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Knowledge sharing and cohesion among ALL faculty is important for inspiring and retaining professors. Sharing knowledge will also bring unity to the student educational experience. More communication is always better.

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Not sure that the centralization is the best move here. Different departments have different needs and if the right leadership is in place the organization should be fine

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The only finding here is to hire another administrative person (VP level)? That seems highly suspect that there are no other recommendations in this area. Reading the rationale it appears to give lip service to diversity and to lean buzzwords like "workflows". I would like to see more specific emphasis on elevating faculty to compete in the digital landscape. Brick and mortar schools are important but they are losing ground. My experience with A&M's online education is that it is laughable in comparison with other, 'lesser' universities. Much of that has to do with staff.

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I'm about to have two children reach college age. As I dreamed of them becoming aggies one day in the past, I'm now concerned that the campus is no longer a safe place for conservative students. The college's actions on masks, vaccines, asking students to report on other students and other political issues show a clear slant in the leadership of the college. What the hell has happened to Aggieland?

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Always ahead of the trouble time.

None

Extreme focus on politics and research at the expense of the student.

May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. [REDACTED] [REDACTED]

In consideration of a new VP of Faculty Affairs position, careful attention should be made how promotions are dispensed among faculty, carefully scrutinizing the equity of such moves, especially among disproportionately benefitted demographics.

None.

Attracting top talent faculty to A&M represents a challenge to most universities. A&M's reputation for being somewhat conservative within a state that is somewhat conservative may be a contributing factor considering that academics trend towards a more liberal point of view. I would decide which colleges of study have priority and funnel the resources to those colleges. Having the right faculty in place, whose values align with the culture of the university is important. Also, having a core team of top talent is important. A&M has the resources, it is about effective deployment of those resources into the colleges where we want to see growth.

Please do not focus efforts on DEI. This is a red herring that does not provide a effective solution to obtain the most qualified and knowledgeable faculty, but focuses too much attention on a staff member's gender and skin color. Universities should be dealing in analysis of facts, application of scientific and mathematic formulas, and expansion of knowledge. These things are color blind and are not gendered. DEI denies some opportunity while opening doors for others who are less qualified but might fit some agenda of "inclusion." As a minority myself, I view DEI efforts as an extension of affirmative action policies that should have ended already.

I am concerned about trying to conform the faculty to a "standard", consisting of "underrepresented" people. Faculty need to be hired and tenured according to ability and talent and experience, not because they meet a profile need of some misaligned expectation.

I think the proposed changes here are adequate and beneficial for the faculty.

## Faculty Affairs - Other

Please provide your comments related to Faculty Affairs:

N/A

Agree with recommendation 1.

NA

It would appear that more local professors are needed, given that many classes are not offered in person because there is not adequate staffing or facility space available.

As with other aspects of the reorganization, how the Galveston campus is situated within the proposed Faculty Affairs structure is unclear. How does the current Chief Academic Officer role and/or the Office for Academic Affairs at TAMUG



align with the proposed structure?

The proposed new VP for Faculty Affairs and the organization of that unit is such a welcomed and needed change. I really like that "The new VP for Faculty Affairs position will elevate faculty to have a direct voice in the President's cabinet. This change will foster a transparent and direct line of communication and collaboration between faculty and the institution. This position will work closely with the Provost's office and Human Resources to develop and implement faculty development, leadership, and retention programs."

n/c

Professors need to make themselves available for office hours and student questions. More in-person classes are needed.

I cannot believe that my current students have some of the same professors that I had 30 years ago. I agree with the report that A&M needs some urgent reform in hiring excellent and diverse educators.

none

I spent almost 30 years in the Dean of Faculties Office so the changes there are of primary importance to me. I am happy to see that there is the possibility of more financial resources and more personnel being allocated to that office. It has been underfunded for years given the important role assigned to the unit. One question I do have though is if the head of faculty affairs is elevated to a vp position how does that affect the position of the provost who is the chief academic officer and still must approve recommendations for tenure or promotion, going on faculty development leave, etc. Is there a solid line or a dotted line between those two administrators?

The DOF office is not a popular office because it is the center of evaluation, promotion and tenure, discipline, and grievance. These activities are all stressful and tied to emotions and it is easy to point the blame on the inefficiency of operations on them. The DOF office has roughly 12 staff and administrators who are balancing the needs of over 4,000 faculty on campus. The report did not refer to any of the current programming and faculty support that the DOF office provides including faculty workshops, faculty conversations, department head leadership development, professional development, and ADVANCE. The work that ADVANCE has done is significant on this campus as it has provided a necessary consistent practice of ensuring professional, unbiased implementations in faculty hiring. ADVANCE has also been an important contributor to the discussions on the impact COVID has had on faculty; developing guidelines for department heads on how to fairly evaluate faculty while we are still operating within a pandemic. Removing the dean of faculties office and creating a new vice president will remove an important function away from the provost office and its mission to provide academic excellence. Faculty are a significant contributor to academic excellence. If faculty are not supported through the provost office and the provost is not a contributor to the promotion and tenure process, there will be a significant hole in the assessment of the quality and effectiveness of how TAMU's faculty are impacting and contributing to academic excellence.

Very disappointed and unhappy that previous administrations have allowed political activists activities by faculty members....especially those espousing radical left-leaning ideologies.

As a retired TAMU: tenured faculty member; masters program coordinator; endowed professor; research center associate director, University Grievance Committee chair, faculty senator & College of Architecture faculty senate caucus leader, I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

No comment.

- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose “blue collar”, “1st generation” and “make it happen” students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC's influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC's influence on

the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering. • Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

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Restructuring is needed and encouraged.

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As stated above, I am not thrilled with the idea of removing faculty affairs from the Provost, as there needs to be a "meeting of the minds" between the faculty and the Provost's Office as regards how the academic component of the university (it's *raison d'être*) is put together and operates. However, a direct line to the President's Office might be seen as trying to raise the stature of the faculty and improve relations between them and the administration, although no real rationale is given for the suggestion. There has been much talk about open and shared governance, but little sign that the administration believes it, and TAMU continues to be led by a top-down rather than a bottom-up system. I am surprised that the consultants claim that putting faculty affairs directly under the President is "current best practice" but then quote a paper published in 2000 as their reference (p. 17). I am also amazed that they believe this change will "translate to an elevated student learning experience" (p. 18). Presumably this is supposed to result in some magical way from the new VP position, although how this is supposed to result in hiring higher quality faculty than we do at present is left unsaid.

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Clean up physics department. So students want to take 207 on campus and not at a community college. Fix math department. How can half the class flunk first test in math 152. Why not teach material better.

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N/A

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You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

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I have friends who are faculty, on tenure track but aren't tenured yet. The M.O. on campus is, "if you aren't tenured and you want to be, then you do what we say and don't rock the boat." It's a bully culture and it thrives among groups claiming they are anti-bully.

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Only responsibility. To ensure fairness in decisions about faculty and perhaps stop student indoctrination, prevalent in humanities and liberal arts.

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This change will provide for better communication and collaboration between faculty and institution, which is greatly needed. This will help well prepare the faculty in order to provide the students with the utmost academic experience. This will also help the university retain excellent educators.

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Too Broad a scope, needs a more focused scope of services

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As parents, we pay a hefty tuition for our students to attend A&M and I believe that a diverse faculty has a tremendous amount of good to offer to the students. With that said, having professors that have an above average command of the English language should be a key component when assigning faculty to teach a course. The stress of struggling to understand the professor only adds to the content stress already present in most course offerings.

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None

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Everyone deserves a chance to apply for jobs everyone

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Keep CRT and DEI out of the classroom. Go back to teaching professors about the traditions of A&M.

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Do we need another Vice-President? This doesn't make sense unless the Provost isn't trusted.

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NA

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## Q44 - Please provide your comments related to Academic and Strategic Collaborations:

### Academic and Strategic Collaborations - Faculty

Please provide your comments related to Academic and Strategic Collaborations:

As the MGT report recommended in Recommendation 4, I believe that there are so many opportunities and potentials at Texas A&M University, in terms of cultural development. As the director of the Institute for Applied Creativity, I would like to promote artistic/creative methods to support education, research, and outreach. Many leading universities in US support art/creative-based education for all subject matters. They all put a high value on arts-related education. Arts accelerate innovation, discovery, and insights through collaborations among the arts, the humanities and the sciences through research, creative activities and technological innovation. Here are some examples. Arts for All at University of Maryland Project Zero at Harvard University I have been collaborating with doctors, veterinarians, anatomists, scientists to introduce artistic practices to help their students to learn complex concepts. "Creative Anatomy" is one thing. <http://softinteraction.com/archives/1372> If the president could support this type of research and teaching, our students will expand their learning a lot and get benefits a lot. I will be happy to put my effort into this direction.

Sticking Cushing Libraries into the proposed Academic 7 Strategic Collaborations without even addressing it in the text is ill-advised. The Cushing Libraries is not a museum, as the report apparently considers it, but rather it is a Library and an Archives and should not be amputated from the University Libraries org structure.

None

Finding #4 - I do love the emphasis on investing in cultural centers and activities. However, it's unclear to me how Cushing Memorial Library & Archives fits in with the other entities listed in the proposed org chart. While Cushing Memorial Library & Archives does hold vast collections related to campus, it also has very particular collection areas and is a place for research.

I see much potential in this office - though I definitely think there are too many items under one leader to be effective. Having both undergraduate recruiting and community engagement together does not seem wise - as the leader will be pulled in too many directions that take a great deal of time. Community engaged research is what I do, and there is no way one office can manage all these items efficiently. That said, I appreciate the emphasis on working in our own backyards, undergraduate recruitment and creating pipelines for more diverse students. Most importantly, the highly successful Texas Target Communities program is hopefully getting the resources and support that it needs. If it is funded and expanded it could be a model for all other universities in the country. That said, Sunsetting other programs is too vague to judge its value or even know how performance of other programs or what counts as these programs will be assessed to determine sunsetting. There is too little detail to ascertain if that is a good move or not.

Appreciate the Academic and Strategic Collaborations presented

PLEASE invest in cultural centers, a performing arts center, hospitality center and Campus gardens!

No Comment

I have major concerns about seeing Cushing Library listed under the org chart for Academic and Strategic Collaboration. No where else is Cushing directly addressed, so I have to speculate on what this means. Cushing is library, not a museum. Based on the org chart it appears Cushing is removed from the larger University Libraries umbrella - museums and libraries are different entities with different purposes. Cushing collects both print and archival material for research and instruction purposes, while we do produce exhibits these are in addition to our active roles as part of the research community. Our exhibits allow us to highlight material in our collection, however they are not the main purpose of the library. A simple way to look at the difference is that libraries are user-driven and museums are curator-driven, libraries focus on documents of our collected pasts and museums focus on artifacts. While Cushing does hold some artifacts these interact with the documents and enhance the collection rather than being the focus of it. Additionally, Cushing as part of the University Libraries is very much entwined with the Libraries. Our budget is under the large library umbrella, our material is order and received by employees in the Library Annex, catalogers from the Library help us process our material, Preservation and Conservation are part of the Libraries not Cushing and they managed the treatment off our

collection, and the list goes on.

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Shoving everything from OPAS to the Office of Diversity and Inclusion in such a kitchen sink shows there is no real commitment to DEI. The latter should go elsewhere. There are no lines of control/responsibility under "VP Diversity" in the organizational chart. Investing in cultural centers makes sense.

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This is the time to pour more funding and institutional support into the Office of Diversity and Inclusion. Jettisoning this office into a Huge collective is a step backwards on our commitment to DEI.

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I want to underscore how significant the VP and Associate Provost for Diversity and the Office for Diversity are for improving the climate for faculty, students, and staff on campus. Having a direct line to the Provost is key in doing the important work of the Office for Diversity, which includes the ACES program, supporting academic programs, recruiting and retaining faculty of color, generating data to support DEI efforts, and the ADVANCE program. Hence, I oppose the relocation of the Associate Provost of Diversity position to an uncertain position under the VP for Academic and Strategic Collaborations. Diversity concerns are a university-level effort that should have a direct line to the Provost. We need institutional leadership in DEI, and the VP and Associate Provost for Diversity provides that leadership to the colleges. The new Office envisioned in the report focuses only on the recruitment of undergraduate students, which will fail without larger efforts at diversifying the faculty. If we want an environment where students of color, and particularly Latinx students as a HACU campus, to thrive and belong, we need to commit to diversity at the highest levels of the administration.

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I'm confused about some parts of this. Wouldn't AVPA be tied to the proposed School of Visual and Performing Arts, along with Music Activities? Wouldn't education abroad and ISS be better placed under the Provost?

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I have often thought there should be more focus on community outreach... maybe even a University of the Third Age or a Life Long Learning Institute. (e.g. a set fee where retired persons and community members can attend academic classes and contribute in a scholarly way)

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I like the idea of investing in the local culture--this is a huge need. However, the University also needs to be aware that one of the major issues here in terms of being an appealing place to live is also its problems with diversity, where faculty of color feel less welcome in the area as a whole, which makes recruitment and retention of these faculty more challenging. While the report mentions this in relation to undergraduate, we need to acknowledge that this problem runs through the whole university. If the University is going to give back to the community, it should also think about more adequately celebrating and enriching this diversity.

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In connection with my role as senior associate dean of Texas A&M University School of Law, I, along with the dean of the law school, prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

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Love the idea of cultural centers and other options that help improve student quality of life

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Proposed changes is a good one.

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If the wish is to make Bryan-College Station more family friendly – a museum of natural history would be appropriate. However, that is not the rationale provided in this report. More importantly, this community already has such a museum, making this recommendation redundant. Destroying local community resources should not be a goal of Texas A&M University.

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The org. chart in this section shows the Cushing Library under this category. This is perhaps due to an over-emphasis on Cushing's exhibits and outreach program, which are meant to showcase its unique and diverse collections. However, Cushing is a library, not a museum or cultural center, and so it should be affiliated with the University Libraries. Many of its historical and literary collections, such as those pertaining to Texas and the Borderlands, rangeland management and Western Americana, military science and history, Colonial Mexican history, and French and English literatures from the Renaissance to the present era are invaluable but under-utilized resources for serious academic research. If expanded academic programs in the visual and performing arts are to be created as recommended later in the report, why are Music Activities and the Academy for the Visual and Performing Arts being placed under Academic and Strategic Collaborations? Shouldn't these activities tie in with the departments that would be teaching classes in the arts?

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While I like the idea of this office. I think some of the proposed alignment of departments in here are not good fit. For examples the office of international student affairs should be part of student affairs and not this office. Keeping it within student affairs will make sure that the student needs are well taken care of and the students are not "lost". It also

centralizes all student affairs under one unit.

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I think the areas moved into there make sense in general. However, OPAS is a student organization and taking it out of Student Affairs would take away the student role. I think a dotted line may be needed there.

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The statistics about Texas residents are less relevant than the Texas' graduating high school class, which was, as of 2018, approximately 50% female, 49.8% Hispanic, 12.5% Black, and 30% White. I agree with the suggestions in this section.

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The report rightly identified that the university as a whole does not represent the state's population demographics with respect to race and ethnicity, there are demographic factors where the university lags the state in general as well as in specific degree programs, staff bands, etc. A more comprehensive perspective of DEI and representativeness will benefit the university as a whole. The SWOT analysis clearly identifies the retention of underrepresented faculty as a critical concern. We encourage the decision-making team to consider this issue more directly in the upcoming plan. Draw upon the expertise of Women's and Gender Studies, African Studies, and Latino/a and Mexican American Studies faculty and programs. These interdisciplinary programs address diversity as a part of their existence and are major contributors to the university's DEI mission. Our faculty are experts in DEI topics and are eager to be partners in addressing these issues at Texas A&M University.

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I find it difficult to understand how so many different functions could be centralized into one unit. Why is Diversity and Inclusion a "Strategic Collaboration"? What, exactly, is meant by "strategic collaboration"? I worry that some of the language used in this report obscures, rather than clarifies, the roles and objectives of the newly proposed units.

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I am generally in favor of an office of academic and strategic collaborations. However, the current organizational chart seems to jumble together a very broad portfolio of offices that do not necessarily connect with one another in the most efficient manner: Global education, economic development, k-12 programs, student outreach, and most notably the office for diversity. Having the VP for diversity report to another VP will be viewed as a divestiture of DEI efforts by TAMU at a time when the University's image for DEI can not afford to be further damaged. We would be the only university in our peer or aspirant group whose CDO did not report to the President or the Provost. A consulting firm with experience in DEI would have no grounds for advising this.

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Putting the office of Diversity and Inclusion in this office with OPAS and the Children's center minimizes the importance of DEI on campus and is a very stupid move given our weakness in diversity and inclusion. DEI should remain in a very high level office- the Provost office would be preferable- to show our commitment to these issues at the highest level.

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In re finding 2 / recommendation 2: I am not certain how you can think through diversifying our student body (very important!) without mentioning plans for dealing with the racism students and faculty face within the BCS community. How will we retain--not just recruit--more students and faculty of color? As an instructor, I have heard many stories about students' experiences of racism (especially from black male students, who have reported feeling profiled and actively discriminated against by many structures within the town) from those students. How do we plan to change BCS such that it better understands itself as an integrated community? Finding 4 / recommendation 4 is great (more arts, more community, all excellent; BCS really lags behind other college towns here. A more walkable university infrastructure and area around the university as well as more public transportation would also help with this)--but again, how can it connect more to rec 2, to making BCS more welcoming to all people?

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Recommendation #4 (invest in cultural centers and campus gardens) is an excellent idea.

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Let's be good stewards of our resources. Whenever I read "create a new office," it does cause concern.

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Good idea but there should be faculty input in what these would look like and accountability mechanisms put in place.

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Despite the fact that the overall narrative seems to emphasize diversity and inclusion, the "VP for Diversity" seems to have been demoted or, at least, to have lost a much needed visibility. This represents a negative progress towards the goals of the office. "Education Abroad" is misplaced in this office, as it deals with curriculum and high impact learning experiences. It should remain under "Undergraduate Programs".

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None

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Absolutely support Recommendation #2: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students and Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. In order to retain faculty who aren't from A&M, it is important to provide non-university places where they feel comfortable. The Aggie culture can be overbearing sometimes, especially

for faculty who did not attend school here.

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I find Recommendation #4 to be unnecessary and to introduce redundancies rather than eliminate them. Despite being a former student and having participated in the performing arts during my undergraduate years as both an audience member and a performer, I see absolutely no justification to spend resources on a performing arts center when we currently have various other spaces on campus that serve these functions already. A campus-associated museum and hospitality center is similarly redundant with the presence of the Memorial Student Center and the Bush Library on campus already. These redundant recommendations are completely counter to the purported purpose of this report (to streamline, eliminate redundancies, etc.)

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Having read the consulting report several times there are recommended changes that are exciting and transformational. For example, the performing arts center is way overdue for TAMU. Rudder Tower and Theater Complex was constructed in 1969 and still serves as the home of all large performances and no longer meets the current needs of the University. Additionally, it lacks state of the art infrastructure and amenities. Having attended numerous concerts in that venue – it is NO concert hall! Fine arts facilities that would rival the quality of our athletic facilities would make a statement as well as improve the quality of life in the Brazos Valley. Couple first class facilities with a robust music, dance and theatre program will elevate TAMU. These facilities could also assist in recruiting research and teaching talent to TAMU. This commitment will be huge WIN for TAMU!

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The relegation of the Office of Diversity to the periphery or margins of this recommended (re)structure that was put forth in this report is highly problematic. If anything, this office should be central to all that the university does, particularly in the realm of academic and strategic collaborations. We must move beyond rhetoric and empty statements around the importance of diversity, equity, and inclusion (DEI) and make it a real priority. Making it a priority will involve providing the appropriate structures, resources, and leadership commitment to DEI via words and actions. This will be key if the university is truly concerned about creating a climate and equitable practices, policies, and processes that will enhance the recruitment and retention of students, faculty, and staff from racially marginalized and other historically excluded and underrepresented groups.

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Recommendation 1: Sending the Office of Diversity and Inclusion to 'Academic and Strategic Collaborations' sends the wrong signal. This unit (Academic and Strategic Collaborations) seems designed for initiatives within the University that involve the community and other groups/institutions outside the University. Moving D&I to this office signals that we either don't have any problems with Diversity and Inclusion within the University (hard to believe) OR, we're happy the way we are and our main difficulty with Diversity and Inclusion is convincing the community and groups outside the University that we don't need to change. (Clearly, given the statistics cited in Finding 2 (3.9% of TAMU students are Black, only 24.9% are Hispanic), this is not the case. It's odd that ADVANCE is being retained within the Faculty Affairs Unit - I suppose because this program targets women faculty - but D&I is being sidelined in Academic and Strategic Collaborations. It does send the message that we are really serious about gender equity, not so much racial and ethnic equity. Recommendation 2: The planned Office of Retention and Recruitment needs to be able to work closely with staff advisors in Colleges and Departments to be effective. We should begin by recruiting Black students from Bryan and College Station and nearby towns, whose parents may work at TAMU and who are familiar with us. Recommendation 3 has no specific action items. Recommendation 4: These are all good ideas. However, I recommend forging links with the existing Brazos Valley Museum, so that we don't undercut or duplicate their efforts. Our campus is ugly. Outsourcing care of the grounds has been a disaster. Our outsourced gardeners plant crepe myrtle and live oak almost exclusively - so that even the crepe myrtles are overwhelmed with epiphytes (aka ball moss) and many of the established live oaks (including the Century Oak!) appear to be dying. We have a Horticultural Department - perhaps we could ask them for advice. It seems sad that this topic comes up again and again (it came up in the Vision 2020 discussions), and we have never taken it to heart.

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This office was just created in September. There has been no time to find out if it is even effective, much less beneficial. Some of the entities suggested in Recommendation #2 make sense to me: Becky Gates Children's Center; Office of Diversity and Inclusion, External Affairs and Public Relations; Visitor Center; Global and Academic Partnership Services. That said, to argue to centralize yet more academic campus units under this increasingly catch-all office seems problematic. The huge variety of things on the organizational chart for this office really begs the question of why this is ok, but the current Provost structure is too diverse. For instance, if we are to exclusively focus the Provost on student affairs, why put things such as Education Abroad Programs, International Student Services, and Music Activities here? All of these are specific to students' academic lives. Also, does it occur to anyone that specifically separating out

International Student Services separates out International students from the Aggie family? Yes, strengthen our ability to meet these students' needs, but don't somehow set them apart from everyone else; one of the things that these students strive for, is to BE AGGIES. As for recruitment, MGT doesn't seem to understand that students interested in specific fields, will have their questions answered and their interest piqued more by speaking to and being recruited by TAMU faculty, staff, and students in their field than by representatives of TAMU at large. I cannot tell you how many of my students have told me that they came to campus to visit just because it got them out of school for a day, only to decide to come here after speaking to a faculty member or someone associated with the department undergraduate program who excited them about specific classes, programs, or faculty that were in the department. No one at the top of the institution knows the specific fields like those active in the fields. TAMU already has the name recognition, the national reputation, and the identity as one of the flagship schools in Texas. Students know this. They need to know why they want to major in English here rather than at UT. They need to know what separates our Architecture program from that at Rice. They want to know DETAILS that will convince them to come here. Recommendation #3 makes sense, but it provides no specifics about what programs they think the university should sunset. Recommendation #4: Has MGT talked to the Texas Higher-Education Coordinating Board? Since we cannot have Fine Arts programs/degrees, a Performing Arts Center such as envisioned here is not possible. And who's going to pay for museums, performing arts centers? Gardens are already being invested in and developed on West Campus. And removing Cushing Library here???? This shows a complete misunderstanding of what Cushing is and what it does.

None

Regarding recommendation #4: Invest in cultural centers... Cushing Library (singular) is not a museum, it is a research library that houses our special collections, it also serves as the university's archives. While it provides periodic physical exhibits that highlight its research collections, this is a small part of its mission. It does not appear as though MGT understands the role and function of Cushing and how it is tied to the University Libraries as a whole. To pull Cushing out from the Libraries would be inefficient given how much their staff, faculty, and services are intertwined with the rest of the Libraries.

none

The recommendations on academic collaborations are interesting and can influence change. However, breaking up colleges and realigning them may have the opposite effect. Therefore, it is difficult to gauge how this would be implemented.

I am very supportive of the proposal to invest in the facilities that will support the fine arts at the university, including a performing arts center, a museum, and a hospital center. If the latter functions as a visitors center, then it is long overdue as it was recommended in the Vision 2020 report from the late 90's. I would love to see the Performing Arts Center as a feature building on the corner of Raymond Stotzer Parkway and 2818, opposite the proposed site for the new Small Animal Teaching Hospital. This would make a beautiful entrance to the university, showcasing the breadth of its academic offerings. It is unclear to me why the vice president for diversity would report to this vice president. Given the real importance of diversity, equity, and inclusion (DEI) on our campus, I believe it is imperative that this person report directly to the president and sit on the president's cabinet. As shown in the org chart, this is a big step backwards in the university's commitment to DEI.

The placement of the VP for Diversity under the Academic and Strategic Collaborations is an unfortunate demotion of one of the most important issues at A&M. There is no consistency with the rest of the programs in the Office, other than it is seen as an undergraduate service endeavor instead of a university-wide priority.

I strongly feel that diversity and inclusion is a higher priority than any of the other things listed in this section. I would like to see it this office report directly to the VP and provost. We need a DEI office with some power, which can work to make the campus more welcoming.

The most important component of the report is Recommendation 4 under Academic and Strategic Collaborations: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. The importance of the operation and administrative structure of the University pales in comparison to this concern. Texas A&M and College Station/Bryan are extremely unwelcoming to new faculty and staff. Football dominates the culture and leaves little else. There is no easy access to cultural events, and the campus is essentially closed to non-university people. Green spaces on campus are sparse. There is no attempt to anticipate electric vehicles or renewable energy production. The College Station community is separated from the University by a multi lane highways and mainly

consists of run-down shacks, shuttered buildings, bars, fast food, and apartment buildings. Culture centers in Houston and Austin are hours away. Attending evening events there requires overnight accommodations. Those of us from vibrant university/community enclaves are lost here, and our spouses are often dreaming of returning to that better life. My recommendations Immediate (3 years): 1) Plant trees and develop on-campus green spaces – visit Rice University to see how to accomplish this 2) Construct solar panel roofing over outdoor parking areas and provide charging stations for electric cars (maybe start with lot 54) 3) Establish a center for performing arts with easy public access and bring a repertory theater company on site. Perhaps locate it so that the Bush Museum parking can be used. (check out Princeton's McCarter Theater Center for ideas) Mid term 1) Work together with the College Station City Council and renovate the rundown eyesores across University Avenue. 2) Build pedestrian overpasses connecting the University to that area. 3) Work with the Bryan/College Station City Councils to establish a long range community plan which includes green spaces (other than sports complexes), culture centers, public transit and safe bike lanes. Long Term 1) Arrange for frequent passenger train service to Houston, Dallas and Austin with stops that service commuters. (the Bay Area Rapid Transit could be a model).

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The Academy of Performing Arts is actually a good idea. Might take a long time to develop, but it would have a tremendous impact on the culture of the campus, which is in dire need of improvement. How are the performance arts lumped into Academic and Strategic Collaborations? Shouldn't this be considered "Community Engagement" What academic collaboration exists here?

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I am not well versed on these issues, but those offices I do know or deal with seem to function reasonably well. Reorganization may be in order, but I am not sure any efficiency will be gained.

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We presently woefully underperform in our task of providing community outreach and community enrichment. I enthusiastically support the recommendations in the report in that area. Improving this will enhance our ability to fulfill all three university missions, not just service, because our own students will have enriching opportunities and our community will be more attractive to faculty and staff as a place to put down roots.

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The proposed changes to the arts and culture appear to be well intentioned; however, those resources should be directing through existing academic units that work in those areas (performance, visualization, etc.). Texas A&M is, first and foremost, an institution of higher education and these should be the center of these efforts.

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The cultural and performing arts center is a great idea that will improve arts and contribute to the quality of life in our town.

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As noted earlier, I believe Education Abroad should remain in the Provost's Office because of the academic credit often associated with study abroad experiences. I believe the Vice President for Diversity should be elevated and report to either the President or Provost.

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Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens Very much like this recommendation, particularly on the campus gardens front

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I appreciate the desire to recruit and retain a student population that more closely reflects the Texas population.

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no comment

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Centralization may be more efficient but not effective. This can slow down many aspects of research and teaching. Need to look at evidence from past centralization in some units - slowed down processes, lost effectiveness, no clear evidence of cost savings. In terms of advising, strongly disagree with centralization. We need expertise within areas, and we should focus on all students not just those changing major. These changes will turn away students. We lose local knowledge and expertise; students sometimes join PSYC because of advisors. Can add central advising to help deal with changing majors, but current advisors need to stay with units.

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I think most would be in agreement here that the ends expressed here are good things. I'm not sure the means are the most efficient way to achieve diversity, undergraduate retention and faculty retention. Some of those things are no doubt related to the product the University produces, teaching and research which seem to have less focus in this report. In my opinion there is a bit of ignorance throughout this report about what faculty needs actually are. Most faculty--to the extent they have a choice--choose their institution by the structure, prestige and research capacity of their job. To pretend these things are about the underlying structure of faculty affairs, gardens, performing arts centers and not about whether one's department is misplaced in the wrong College (or at least in a College structure that is dissimilar from every other comparable institution) is problematic in weighing of faculty (and to some extent student) priorities.



The VP for Diversity should be seen as independent. This position means a lot for our image at the national level.

The Office for Diversity should continue to report to the President. Diversity is NOT just an undergraduate recruitment concern.

Is recommendation 3 suggesting less of a focus on Bryan/College Station and replacing that with more of a state-wide focus? It would seem to me that care would need to be exercised here since good relationships with the community are essential. Provision of services not otherwise possible by the community (and I am thinking of the airport here) are vital both to the community but also to TAMU in terms of its reputation statewide and nationally.

On a performing arts center and museums, etc.: It is unclear that the region has the population to support first-class institutions of this sort. Additionally, the Report fails to consider the proximity of Houston and Austin - and their existing resources - as "competitors" to locally-created institutions. Better to focus time and resources on one or two world-class facilities than create a host of mediocre facilities.

I agree that it is extremely important to improve Undergraduate Recruitment. I believe the Pandemic has had at least one beneficial side effect. I co-organize two outreach programs in the Math department: our Summer Educational Enrichment in Math (SEE-Math) for middle school students who are gifted in math which runs for two weeks in the summer; and our Math Circle for students in 5th-12th grades who are gifted in math which runs on Saturdays during the academic year. Before the pandemic, the programs were in person and attracted students in Bryan/College Station and surrounding areas. There were many good students and a few great students. However, having grown up in the local area many were motivated to go away from home and go to the best schools around the country. When the pandemic hit we took the programs online via Zoom. We not only advertised in the local area but also across Texas through the Texas Parents of Profoundly Gifted organization and Nationally through the Davidson Young Scholars program. We even got some students from Canada, via word of mouth. And I got one inquiry from Europe but the time difference became an obstacle. We now have a sizable group of excellent students participating in these programs. These are the students we want to attract to A&M to be our best students. They will not all do Math but they all will do some STEM field. These are not just outreach programs. They are long-term recruitment programs. What I said about the Math programs also applies to the Physics/Engineering Festival and probably other outreach programs around the University. As the pandemic ends, we will probably go back to in person outreach activities. But what will happen to these extremely bright students from across North America? Do we drop them or continue to have some type of online outreach/recruitment programs? But running them costs time and money. These are activities that the new Academic and Strategic Collaborations office should support.

Recommendation #2: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students  
Comments: This is a great idea as TAMU student population does not mirror the population of high school graduates who intend to graduate with an academic undergraduate degree. Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens  
Comments: MSC OPAS currently provides external performing arts events and provides excellent training opportunities for students.

Recommendation #1 has a proposed organization chart that displays Cushing Library in the same group as the Art Galleries and OPAS. The MGT report failed to do adequate research to understand that Cushing is not a cultural center/museum. It is a fully functioning library and archives that can not and should not be divorced from preexisting centralized library services. Cushing is integrated into the Library's catalog and search functions, teaching and outreach initiatives, collection development and contractual subscriptions, digitization projects and research support, and more. Notwithstanding, Cushing includes tenure track and APT faculty that are governed by the Libraries evaluation and promotion/tenure criteria. Cushing Library serves a very real and practical role in the research enterprise of Texas A&M. Faculty across the campus and around the world use Cushing's unique collections and the expertise of our library faculty to produce original and impactful primary source research in a wide variety of disciplines. Faculty bring their students to Cushing to interact with one-of-kind collections and artifacts. Librarians have integrated primary source educational opportunities into the TAMU curriculum. Aligning Cushing with cultural activities fails to acknowledge the very real role that Cushing Libraries plays in the active scholarship of faculty and the teaching mission of the university. Do not realign Cushing Library outside of the University Libraries organizational structure. Creating an office on improving recruitment and retention of underrepresented undergraduate students is a positive suggestion. I have concerns that undertaking this effort without a parallel DEI effort to change the campus culture will only result in a negative experience for students of color who come to A&M.

I agree that improving the diversity of the student body and campus community is an area of critical need for the university.

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In general, we need fewer administrators. Adding another level of management only serves to push those below that level down further and distances the upper administration from issues that are on the ground. The Faculty Senate, CPI are excellent conduits that should serve as the voice to the administration decision makers.

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I do like the heightened and streamlined emphasis on recruiting students from underrepresented groups in Texas. The university should be doing much better at this than it currently is. However, without a serious outlay of resources, this organizational change will not move the needle. The campus community concerns about DEI are a big deal and need urgency, I believe.

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Good plan.

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I collaborate freely across campus. Reorganization has little to no impact on interdisciplinary collaborations, in my experience.

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Appreciate the focus on improving recruitment and retention.

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This proposed reorganization change seems reasonable.

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Recommendation #1. Putting the Office of Diversity and Inclusion in the "box of misfit offices" seems to signal that TAMU does not care about diversity, inclusion, and equity. Recommendation #2. Creating an office of recruitment and retention seems like a good idea. Recommendation #3. The recommendation to subset community-focused programs that do not adequately serve the needs is fine, but I don't know what specific programs they are referring to. Recommendation #4. Coming from 2 universities (Indiana University and Northwestern University) that have strong academic, research, student, and cultural resources, having cultural centers might be good. However, we have an "aquarium," which is an oversize doctor's office aquarium. If invest is to check off a box, I would rather that box be left unchecked. Also, I fear that these cultural centers will not be well attended given the cultural environment of Bryan-College Station and Brazos Valley.

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Cushing does not belong in this group, it should stay with the rest of the Libraries. The Special Collections portion is research-based for the most part and does not consist of museum artifacts. The Archives portion could conceivably belong to another unit, but probably not this new one. Most university archives fall under the responsibility of the university library. If Cushing is pulled out, would the Cushing faculty stay with Cushing (with or without a teaching mission), or would they remain with the rest of the Libraries? The Evans library provides many services for Cushing and we are tightly integrated.

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The most important set of efforts are those that address attracting a larger fraction of the best and brightest students in the state, especially first generation and AA students. We have an image problem amongst many Texans in the AA community and this needs to be addressed over time. The "Quest for The Ring" program last spring was highly effective, this program should be taken to scale. It involves "our story" being primarily told by current and recent graduates describing how Texas A&M has changed their lives, the initial audience should be applicants and their families and zoom can be used effectively. These sessions should also address eligibility for financial aid, esp for first gen students.

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Academy of visual and performing arts is badly needed. It needs to have roots in teaching and research and expression in performance or publication. VP Diversity needs to be preserved as-is or strengthened to enhance hiring and recruitment of diverse faculty. International programs need support at the department and college levels, not in a new high-level office.

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Really like the consolidation going on here. Some areas are flying high while others are struggling. This allows all access to solid ideas for outreach and marketing. Centralizing advising is needed immediately. I have dedicated advisors for my Engineering Academy and am now on my 8th advisor during my 4 years. This lack of consistency is painful. Better to have a central group educated on our nuances than a specific name. Along with centralizing we need to provide training and support for the advisors as the students need to be able to trust the advice and know the advice is accurate. Though I do like recruiting centralizing here, be careful not to lose that key departmental touch that we have in so many places today.

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No comment

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NC

I think the Office for Diversity should have it's own VP and not be housed here. The responsibilities of the Office for Diversity cut across all of the proposed new offices. I would like to see the new Office of Academic and Strategic Collaborations offer funding for faculty who have ideas for high-impact collaborations.

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Investing in cultural centers and campus gardens is an excellent recommendation. The Office of the VP for Diversity must directly report to the President, not to the VP Academic & Strategic Collaborations.

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I believe this comment belongs here: Be cautious on having a centralized advisement system for students. I could see how a centralized system for all students not associated with a degree, or in their first 3 or 4 semesters here. But, once they are in a department, the advising needs to be done in house. Better means for tracking what classes that are needed to ensure they graduate on time.

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Under recommendation #3: Encourage the University to consider the ability to quickly respond and adapt to community needs when considering program/center sunseting. Some programs/centers have extensive networks and relationships that should be considered before removing or adding.

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I believe we do have issues recruiting some faculty areas. I do not believe we have an issue recruiting students. We may not have the diversity we would like but we do not have an issue with numbers of students wanting to attend. I also believe we do need more green space around campus. However, I do not think we need a Performing Arts center. We currently have indoor and outdoor venues for student and community events.

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Incorporating international students is a great idea - it will diversify our student population further. If we encourage our Texas students to attend our other campuses, especially international ones, I believe this will result in improved leadership and success for the participating students. Can we also do this more with faculty?

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I am concerned about the evidence base substantiating the recommendations made.

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No opinion on Recommendation 1. Support Recommendation 2. Our university will be well served by recruiting outstanding out-of-state prospective undergraduates. No opinion on Recommendation 3. Support Recommendation 4. Top universities should have attractive cultural elements like those proposed.

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Recommendation #9d. I support the realignment of HLKN in TAMU Health. It seems to be a logical step for the Health Division in HLKN, but not for the Kinesiology Division that included the clinical research in the Center for Translational Research in Aging and Longevity (CTRAL). I propose to convert the Division of Kinesiology to the Dept of Kinesiology and to place this into TAMU Health - College of Medicine. That makes more sense in relation to kinesiology, but specifically for the clinical research in CTRAL. If this is not possible, I suggest that you move only CTRAL to the TAMU Health - College of Medicine.

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re: Recommendation #4: Invest in cultural centers... Yes, please! This is an issue with faculty recruiting and retention. We need to develop the arts on campus to be more than just OPAS and to provide a greater cultural base for the community. Otherwise, people have to go to Austin, Houston, or Dallas/Fort Worth...

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No comments.

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I have deep concerns over moving the small animal veterinary hospital away from the current site next to the large animal hospital. The two hospitals share many common units that would be prohibitively expensive to duplicate - clinical pathology, imaging, administration, disposal of dead animals, administration. This effect would significantly impair those services' availability to the large animal hospital if moved to the proposed location. Furthermore, the return of these buildings to central campus would mean that the large animal hospital would have "non-veterinary neighbors" who might not be so accepting of livestock in immediate proximity. Our large animal program is one of, if not the, very best in the nation. Please don't isolate it from our colleagues in small animal and compromise our ability to deliver world-class care!

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1. The proposed name of this new unit has not inherent meaning to faculty within the university and will have even less meaning to our outside stakeholders. 2. The success of education abroad programs depends on deep knowledge of majors and programs of study. Skilled staff in Ed Abroad interface regularly with faculty, and moving them to a unit focused on external relations will make it harder for faculty to take students abroad, and will eliminate all the progress that has been made at this university in getting students to have the transformative experiences of going abroad as part of their education.

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The recognized areas of potential collaboration have been known for sometime. Yet the report's only response is CENTRALIZATION. Collaborations work best when they emerge from the ground up, not from the top down. Respect for academic culture requires understanding the different contexts in which knowledge emerges. Forcing alignments (e.g.,

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Biological Institute, School for the Performing Arts, etc.) based on a superficial understanding of similarities (i.e., similar names) and structures currently at "peer" institutions is a great example of how to continue to be cowardly on every front.

Regarding McAllen, I share the thoughts of a jr faculty member who does not feel safe sharing themselves. The MGT report suggests "[elevating] the Higher Education Center at McAllen," which I strongly support. However, part of the suggestion regarding how to accomplish this is to "organizationally elevate the existing Assistant Provost at the Higher Education Center at McAllen to provide additional support and strategic direction...." I believe that this is an excellent suggestion in theory, but there is currently a significant issue: the person who is currently in the position of Assistant Provost at the Higher Education Center at McAllen needs to be replaced. [REDACTED] is inept, incompetent, and quite frankly, generally an embarrassment. He does not provide support for the faculty at the McAllen campus and instead treats his staff preferentially. This has led to a toxic work environment in which staff consistently show disrespect towards faculty members, knowing that there will not be repercussions. If [REDACTED] is not removed from his position, then the position of a faculty liaison (or something similar) needs to be created in order to represent faculty needs at the McAllen campus. Furthermore, [REDACTED] repeatedly makes poor leadership decisions and is unable to command respect from faculty, staff, or students. It appears that there have been some questions about why the McAllen campus has not flourished more successfully, and I strongly believe that the weak, ineffective leadership from [REDACTED] is largely responsible for this failure. Furthermore, [REDACTED] does not represent the McAllen campus, nor Texas A&M University in general, well in how he conducts himself at public events, and his written communications are highly unprofessional and communicate very poorly, often requiring multiple clarifications. Overall, if the position of the Assistant Provost of the Higher Education Center at McAllen is elevated as suggested without replacing [REDACTED] in that position, I fear that circumstances at the Higher Education Center at McAllen will become worse rather than better.

I am extremely concerned that Diversity initiatives are being moved to this new department. For one, it is only one of many responsibilities of this office, and does not necessarily seem to share much in common with many of them. It risks, then, being an afterthought of an overburdened office. For another, it does not provide any accountability for departments and units to actually have DEI training of faculty and staff, or to be making concrete efforts at smaller institutional levels. We know that DEI work happens primarily at the individual level, through trainings, better decision making, and more support of students. This is one area where the general plan of this report - condensing power in fewer places - seems to run counter to the actual work that needs to get done. Furthermore, the report seems to think that DEI issues apply only to students, and that they only apply to the number of students that we have at the University. We are hemorrhaging talent as an institution. Students of color leave at astonishing rates. The issue is not getting them here, it is KEEPING them here, in an institution whose core values say they prioritize diversity, but whose traditions and behavior do not. But the same is true of faculty and staff. With little support for DEI efforts, BIPOC faculty and staff seek jobs elsewhere - especially if they have a hand in diversity efforts and see their work unrewarded and unrespected. We need a more concrete accountability structure if we are to change the culture and climate of diversity on this campus. This report does not provide for one.

The idea of moving Construction Science to Civil engineering is not fair to the general public, the Architecture and Construction students and faculty. Construction Science has become the largest department in the College of Architecture. Construction Science needs to work much closer with Architecture, not move further away. The report says you want to strengthen Architecture. Moving Construction away will result in destroying the Department of Architecture not strengthening it ! It is a naive and destructive idea. Is it a way of weakening architecture? There are so many different academic and strategic collaborations proposed how can I comment? Finally the hodgepodge of different architectural designs over many many decades shows a lack of caring about the physical and natural environment and reveals much to the visitor. History is full of missed opportunities. So much money was poured into the campus, and this is what we ended up with because there was no public discussion about creating a campus of high quality design. Will this reorganization result in an improved campus atmosphere for all ? The report should first discuss the overall atmosphere of the campus. That is where the problems are and where we need to start.

What programs are going to be "sunsetting"? Where is the money for the museum, etc. coming from?

I have not substantive comment on these changes other than they seem to modernize and organize how the university engages the community, other institutions, and the state in a coordinated way. I support this, and with the current leadership's experience in AgriLife Extension (Dr. Ballabina), I think that the proposed changes will benefit a broader

population.

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N/A

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I have a concern with regards to moving the Office for Diversity and Inclusion under this division. Somehow, I feel that our concern for diversity and inclusion may be diminished by this move. On the other hand, the report speaks strongly about the need to make sure that TAMU is truly representative of the population in the state. So, I believe that the intentions are in the right place, but I am concerned about the message this gives.

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1) Investing in cultural centers is an excellent idea.

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I support all of these recommendations.

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While I agree that combining overlapping administrative units is usually a good idea in an organization, I worry that this unit is too disparate. Continuing Education, the Beck Gates Center, and Study Abroad strike me as too diverse to fit profitably under a single umbrella. What sort of skillset would be needed for the person who leads this unit? It is highly unlikely for a rising administrator (faculty or staff) to have the necessary background experience across such disparate areas as OPAS and International Student Services. I would recommend distinguishing student-education-related areas and placing them under the ultimate supervision of an academic reporting structure, such as one of the associate provosts. This would enable outward-facing community engagement units (such as OPAS, Continuing Education, etc.) to be in a more tailored unit with common goals.

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I don't understand why the Office of Diversity and Inclusion would be in this part. Unless it's there because you want the cross-connexion with International things.

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1) Investing in cultural centers is an excellent idea.

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All these findings and the associated rationale make sense to me, EXCEPT I see 5 Associate VPs? Why so many administrators?!? I think that by looking at the organizational chart 3 would be enough. I will keep repeating that this entire endeavor should REDUCE the number of administrators at TAMU.

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Moving AVPA and OPAS into the same area could lead to a false understanding that these entities are similar and could merge together to work as one. OPAS has a clear mission of bringing in more commercial performance while AVPA is there to support the creative and scholarly activities of faculty, staff and students who are associated with the arts. This organization is essential in growing the arts on campus and provides an opportunity for artists to seek funding opportunities internally. Students are provided with grant scholarships that support their research and future career goals. Students in the arts need to have this funding support in order to grow as artists as well as students. OPAS and AVPA may end up under the same "roof" but they each need to keep their own goals and mission and should continue to be run as separate organizations.

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I see no indication of where the LAUNCH program or the science-to-medicine program for undergraduates resides in this scheme. Recruiting undergraduates should include fast-track programs for students from advanced, specialized academies, providing a rapid entry into the job market. Besides recruitment of undergraduates, there should be a clear responsibility and monetary lines for recruitment and retention of excellent graduate students.

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Regarding Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens: I support this recommendation as a way to improve our local culture and opportunities for education and entertainment, with a benefit of work-life balance as well as recruitment and retention of faculty and staff.

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No Comment

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About the Transfer of the Department of Political Science to the Bush School, primarily to add an undergraduate major and to add faculty and programs to the Bush School. The report points out that perhaps the Departments of Economics and International Studies may find the Bush School to be a suitable home. From the political point of view, the Bush School is not exactly my cup of tea, but I do value the professional competence of the few colleagues I have interacted with. If the political and intellectual space was granted, I dare say that integrating INTS in the Bush School could be a win-win for all involved--at least on paper. INTS is a new department with a far from clear identity. It pays lip service to being rooted in modern languages as its hallmark or distinguishing trait but as a matter of fact is a vanilla mono-linguistic and mono-culturalist (the two often go together) endeavor. Why? Because, studying languages and other cultures

happens to entail some effort and scholarly commitment. At times it is a demanding endeavor. And historically most of INTS students tend to the minimum line of resistance or else they go somewhere else, to allegedly easier or to more 'challenging' studies (such as Political Science with its 'scary' quantitative identity). If the Bush School faculty and administration could acknowledge INTS faculty as peers, not just as acquired language instructors (who have all my profound respect and at times I do teach language, too), then a merger could be propitious. It could elevate INTS profile, provide more motivated students, and in the meantime it would add some actual diversified cultural substance to the Bush School. Undergraduates would have something to gain indeed! Built on a sounder foundation, Bush School would broaden its appeal and perhaps INTS would find its vocation. One thing: if only Political Science were to join the Bush School, I would be concerned for INTS. I fear INTS students would decrease, thus strengthening INTS' race to the bottom in recruitment, retention and academic content.

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The Academy of Visual and Performing Arts, OPAS, External Affairs Public Relations, and Visitor Center would fit better with the mission of Academic and Strategic Programs. However, some of the other programs listed for incorporation into Academic and Strategic Collaborations focus their support on the needs of only the TAMU community – these include the Office of Diversity and Inclusion, Becky Gates Children's Center, Education Abroad Programs, and International Student Services. A further review of these programs is needed to make sure the needs of the TAMU community are not lost in a transition to new unit. Additionally, Cushing Library functions as a research library of unique collections and would be able to best fulfill its mission by remaining integrated within the University Libraries structure.

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Reading recommendation 1: Office of Diversity and Inclusion and also Continuing Education fits better (i) if VP for Diversity has a place under president's cabinet as a direct report,; (ii) continuing or any graduate education is left to departments who has the expertise there. Reading recommendation 2: Recruitment can be done by that office but not the retention and advising where the departments who has the key knowledge on discipline play a better role. Reading recommendation 3 and 4: by definition, sounds good but again there is significant funding need which is better spent for faculty, staff and students.

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There are certainly opportunities for the Sport Management program to work more closely with academic programs and campus units that have similar focal areas. Specifically, the SPMT program and its research faculty have begun to develop relationships with TAMU Athletics and the 12th Man Foundation to serve as a pool of researchers able to conduct research for the Athletic Department and 12th Man Foundation that may otherwise be outsourced to consultant groups. Further, the SPMT research faculty could involve our students at all three levels (Ph.D., MS, BS) in this process to gain practical experience based on their educational level and professional goals. This collaboration can help further the strong foundation created in the Center for Sport Management Research and Education and the various research laboratories housed under the Center's umbrella to engage more sport organizations across Texas, the US, and internationally.

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Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. This would be an excellent addition to the Campus and B/CS.

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On Recommendation #1: I assumed the position of Director of the Academy for the Visual and Performing Arts in September 2020. Soon after, I led the AVPA Advisory Board in revising the AVPA's Vision and Mission: Vision We envision a future in which Texas A&M University and the wider Brazos Valley is an arts destination—an internationally renowned generator of creative work, people, and scholarship. Mission We harness the transformative power of the arts to foster the creativity of our students, faculty, and community partners, in order to create a robust society. Our mission is to ensure the vitality of innovative, culturally diverse, and cutting-edge visual and performing arts programming and making at Texas A&M University and in the Brazos Valley. These revisions align well with the mission and purpose of the Office of the Vice President for Academic and Strategic Collaborations to "prioritize relationships between Texas A&M and Texas." At the AVPA, we see our purpose in transforming the University and the Brazos Valley into a cultural hub, a place that draws innovative art-makers to ply their craft and enrich themselves intellectually. An essential part of accomplishing this mission, for the AVPA, rests in specifically serving the research and teaching needs of our faculties, since it is these faculties who already have their fingers on the pulse of what is at the forefront of the disciplines they study. The AVPA Director position is held by a faculty member from an arts-focused department, and rotates between colleges every three years. The AVPA advisory board includes equal representation from the College of Liberal Arts, College of Education and Human Development, College of Architecture, and community organizations like the Arts Council of the Brazos Valley. The AVPA is a presenting and granting organization. As a presenter, we work closely with faculty members to program visual and performing artists at the cutting edge of their disciplines. Bringing these artists to campus serves the research needs of many faculty members, and provides high impact learning

experiences for our students. For example, in 2018, we presented *Pancho Villa From a Safe Distance*, an experimental chamber opera by nationally renowned composer Graham Reynolds and director Shawn Sides. In addition to the performance, the composer visited with students in multiple classes to discuss his artistic process as a composer, the nature of devising for the stage, and questions of cultural appropriation and intercultural engagement. This visit directly impacted my research, leading to a conference presentation at a national conference, and ultimately an article, "Spectatorship at the Border," in the peer-reviewed *Journal of Dramatic Theory and Criticism*. Impacts like this are only possible because the AVPA works closely with faculty. As a granting organization, we also require a close relationship with faculty and students. Approximately 1/3rd of our budget each year is disbursed as grants to faculty and students. These grants support a range of projects, including arts research (leading to articles and monographs), art making (on campus and in internationally recognized venues), and curricular innovations. In moving the AVPA to the office of the Vice President for Academic and Strategic Collaborations, it is essential that these activities continue. In order for the AVPA to have transformative effects in line with the goals of Academic and Strategic Collaborations, it must continue to take advantage of faculty expertise in art and culture. All this activity differentiates us in key ways from other units recommended for inclusion with Academic and Strategic Collaborations, especially the other arts organizations, OPAS and Music Activities. Neither OPAS nor Music Activities supports the research and teaching missions of Texas A&M University. Were AVPA to join them as part of Academic and Strategic Collaborations, it would be essential that the AVPA retain its close relationship to arts faculty, and continue to be led by such faculty rather than staff.

Recommendation #4: It would be fantastic to have additional venues for performance on campus, and especially venues that saw their mission as being arts leaders. Beyond the AVPA's programming, very little of note makes its way to Rudder Theatre Complex. As a model for what a forward-thinking performing arts complex could be and do, I recommend looking at The Clarice Smith Center for the Performing Arts at the University of Maryland, College Park, and their annual NextNOW Festival: <https://theclarice.umd.edu/nnf/about-nextnow-fest>. This annual event emphasizes "intriguing" and "inventive" artists and art that "transforms our future." Any new performing arts initiative on our campus must be similarly focused on innovation and the avant-garde in order to be competitive with other arts offerings in the state of Texas. In short, the changes recommended in this section of the report could be transformational so long as they are implemented with a commitment to innovative, challenging, and boundary-pushing art. A new performing arts center is of little value if its programming is not exciting. One other note: It is unclear why Cushing Libraries would be included as part of the Academic and Strategic Collaborations, as it is not, primarily, an exhibiting organization like AVPA, the Art Galleries, etc. Cushing Library is a research library, and that mission should remain unchanged. Having access to its collections as a researcher, and benefiting from its ongoing collecting in a variety of areas has been essential to my research and my teaching. I worry about the ill-effects of turning it away from that research mission.

I am enthusiastically supportive of the recommendations in this section. Anything that can be done to increase recruitment and retention of undergrads from all parts of the state is a worthy investment in my view. Building a campus performing arts center and a natural history museum would go a long way to enrich the cultural experience within the campus community.

This seems like a catch-all initiative. Recommendation #1 seems reasonable as described. The rationale for recommendation #2 is fundamentally flawed. The implication of an applicant pool not fitting the population of different ethnic groups at TAMU is that somehow admissions are biased. TAMU should never discriminate against any ethnic or religious group, thus TAMU admissions should focus solely on admitting the most meritorious applicants. It is evil to admit underrepresented students who are not the most meritorious only to see them struggle and fail at high rates. Student retention is based on their performance in the classroom. Dumbing down curricula or inflating grades to enhance retention damages the reputation of TAMU and devalues the degrees of former students. We should strive to admit meritorious first generation college students using whatever inducements are available. An Office focused on undergrad recruitment should focus solely on providing inducements for increasing the number of meritorious students at TAMU, period. There is not enough detail for recommendation #3 to even know what programs would be sunset or even what this issue is about. I wholly support recommendation #4 as long as the funds used to support these cultural centers does not detract from the academic and research missions of the university.

I think the findings and proposals seem reasonable to me.

support the initiative for student recruitment/retention Rationale #4 \*strongly support initiative to build stronger support/collaborations with community, state, and beyond, especially in regards to investment in Natural History Museum and all the arts. This would be such an exciting and powerful move forward for A&M - we have the resources

to do this very well if the appropriate personnel lead the initiatives (leadership can not be emphasized enough - leadership in this area needs to be carefully considered and vetted so that personal and political agendas do not get involved) I suggest consulting with outside objective parties who do not have stake in the proposal. If people from the region or state start to travel to CS/B to visit such venues this will highly benefit the community at large in regards to local business and hospitality venues. Its a win win for everyone involved - students, faculty, university, community, state of Texas!

Removing the academic advisors from the colleges and centralizing them is a really poor idea. I work closely with students and advisors to assure that the students get what they need. The students have access to the advisors in the same location as their faculty, staff, and undergraduate support personnel. By removing them from the physical proximity of everyone who would need to have that daily interaction, you would be creating a burden on the students to have to go elsewhere, creating inconvenience to faculty and staff, and hindering our ability to serve the students in the major. The report noted that it would be more convenient for change of major students. They should not be the focus here and indeed should be the ones inconvenienced, if anyone should. They are the minority of the students served in any college. Positions and titles can be balanced across campus without the need for physical relocation. The logic is not there.

I support all the recommended initiatives.

1. I have been at TAMU for 24 years, and I have yet to see a marketing program that I felt explained our role as a land-grant university to the average citizen of Texas in an effective manner. We need to do more to explain to Texas citizens how our research benefits them, even if that research is feeding people in other countries. We must do a better, more effective job at making ourselves indispensable to the average Texan. In reference to pages 21-22. 2. On page 20, the report notes that the State of Texas is nearly 14% Black and 40% Latin@/Hispanic, but these minorities make up a much smaller fraction of the TAMU student population. My question is: what are the percentages of the populations of each racial/ethnic group that ACTUALLY ATTENDS COLLEGE? Are TAMU's minority attendance rates similar to the other flagship university in the State of Texas? How does it compare to other land-grant universities? Finally, if TAMU aggressively recruits more minority students, does that not negatively impact Prairie View A&M University and other HBCUs? 3. Re: Finding #4, page 22, try better collaboration with the Brazos Valley Museum of Natural History, the Brazos Valley Arts Council, and Brazos Symphony Orchestra. Good Luck!!!

The recommendation of sun-setting community-focused programs is, I can only assume, purposefully vague. What programs and how they are chosen for elimination should be more explicit to garner meaningful feedback. In contrast, the investments in new cultural centers in very specific, and long-needed at the university and the community. An aquarium would be another great cultural and educational addition.

I love the idea of elevating the Arts at this University and in this community.

Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students : Great idea

Please do not move BIMS and BIOL into the College of Agriculture. The current leadership of the Ag college can't handle what they have right now. So unless these programs want to be marginalized, faculty ignored, and have resources pulled from them and diverted to a Nutrition-related pet program, a move at this point in history would be unwise and very unfair to these programs. Please investigate what is happening in AgriLife/COALS, it is not a pretty picture. Nobody is listening to the screams of the faculty with regard to failed leadership there.

Generally seems fine and potentially useful. It is not clear what programs are seen as ineffective and will be sun-setted. Changes to the Office for Diversity are concerning. The report gives a negative view of diversity initiatives in general and those that have taken place on campus. This is potentially driven by the fact that almost 17,000 former students were involved in the creation of the report and fewer than 2,000 current students were involved. The repositioning of the Office for Diversity is concerning, as it appears the leader of that unit will have less independence and fewer programs than in the past. It also appears that the office will be focused on student support going forward, whereas this office has previously led (and been successful in) faculty recruitment and retention initiatives. There is a lot of evidence showing that the best way to increase the diversity of your student body is to increase your representation of diverse perspective



and backgrounds among the faculty.

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None

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Recommendation #2 (Office for UG Recruiting): I am all for improvements in recruiting. The justification and projected outcomes sound great, but the reality is that opportunities for minority students are not going to be improved with this move. Minority and first generation students are not getting a fair shake long before TAMU could become involved. So if we really want to TAMU to look like the demographics of Texas, improve early childcare, increase funding in low socio-economic school districts, pay K-12 teachers more, eliminate the 10% admission rule and allow TAMU to move to holistic reviews. But none of these solutions can be implemented by TAMU. This is a state legislative issue. Recommendation #3 (Sunset community focused programs and establish new community programs): This was extremely vague and I am not for sure how well the consulting group understands the potential role that Extension could serve. Recommendation #4 (Create more cultural centers, etc.): We just built a new learning garden on West Campus and it is awesome. I guess the consulting group never saw it. How sad and disturbing. This is an indication that they didn't really do all the due diligence for which they were assigned.

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The DEI component is important but very challenging proposition. And I question if this 'goal' runs counter to the (Texas) geographic diversity goals (...from all 254 counties). TAMU has many wonderful cultural opportunities, but the admission prices are not reasonable and affordable... music, plays, in particular. Some good museums but the content needs more frequent 'refreshes'.

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This is a step in the right direction.

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I support the recommendation to create VP office of academic and strategic collaborations. It is very much needed.

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Investment in cultural/performing arts is excellent. It will immediately elevate TAMU to equivalent to all major universities. There is insufficient information given to evaluate how a centralized office for student recruitment and retention would work since departments/units have very different needs.

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It is very hard to conduct interdisciplinary research and teaching at A&M because of the silo college system

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No strong views here but it could work well, if staffed by someone of sufficient caliber (i.e. a serious academic with dean-level experience).

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The recruitment and retention suggestion sounds good but you will need to make sure the people in those positions understand the complicated history of the university and the various demographics around the state.

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External Affairs Suggest that Continuing Education be associated with the Graduate School and/or health/vetmed/pre-professional school for multiple academic and economic reasons. May also wish to consider expanded potential for executive education opportunities. Provost Org Chart – left column under Assoc Provost -OGAPS needs to maintain strong connection to DOR. Advising. Specialist advisors are amazing and close relationships with faculty are critical. Centralization can disconnect students from the specialist and reduce overall service. Perhaps an office of transfer advisors is needed.

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I am someone who would benefit, and really wants to see, increased collaborations with the local community. I agree that there is an opportunity to coordinate efforts in this area. I would love to see an office that could help coordinate and facilitate community outreach, engagement, service, collaboration, and research recruitment. While I agree with the stated opportunity for improvement, but have real concerns about implementation and implicit assumptions reflected in the narrative and suggested changes. First the assumption that theaters and gardens and things on campus would improve community connection reflects an absence of knowledge about the local community. As someone who engages members of the local community in research, I can tell you that there are numerous families who have been in BCS for generations yet have never stepped on campus. This is not for lack of pretty things on campus. There is a real history of exclusion and even harm to members of the local community that must be recognized. The way forward will have to include moves from the University to rebuild broken trust. It will involve us going out into the community (not just trying to bring them on campus). I also worry about the definition of community. For me, this includes individuals (and not just local businesses) who live in the areas surrounding the university (BCS). The university must recognize the impact (some good, some bad) it has had on members of the community. I think there is a real opportunity to lend the considerable expertise of faculty at the university to improve some of the most pressing issues facing our local community. From my conversations with community leaders and individuals, it seems clear to me that there are much

more dire needs in our community for which the faculty have expertise and could really make a big difference. I want to see us using our expertise in ways that could help meet the needs that seem to be of critical importance in our community (food insecurity, lack of affordable housing, lack of transportation options, structural racism in our local laws, practices, and policies that serve to further disenfranchise certain segments of our population). It is unclear what community programs should be sunsetted or how they were deemed to be inadequate. Related to the suggestion to engage in more outsourcing (the characterization of prior outsourcing as successful does not recognize the negative impact on workers - many of whom had their hours and benefits slashed in the process) - the service workers on our campus are a critical part of our local community - how are we meeting their fundamental needs? I worry about community needs being tied to things like "enhancing economic development." This language indicates a fundamental mismatch in who is included in the definition of "local community." The wording that "local officials, regional representatives, community members, and current and former Aggies" are the stakeholders of interest also seems telling about who might be included and who might be excluded in these efforts. I think a critical step (that needs to involve members of the local community and faculty involved in community collaborations and engagement) is to clearly define who we mean to serve with these collaborations (who we are including in our definition of local community and all Texans, who stands to benefit, who is included and who is ignored) We also need to acknowledge historical harms and current power dynamics, and conduct a real needs assessment (using rigorous, scientifically sound, and externally valid methods) of the local community.

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The report gives a negative view of diversity initiatives in general and those that have taken place on campus. This is potentially driven by the fact that almost 17,000 former students were involved in the creation of the report and fewer than 2,000 current students were involved. The repositioning of the Office for Diversity is concerning, as it appears the leader of that unit will have less independence and fewer programs than in the past. It also appears that the office will be focused on student support going forward, whereas this office has previously led (and been successful in) faculty recruitment and retention initiatives. There is a lot of evidence showing that the best way to increase the diversity of your student body is to increase your representation of diverse perspective and backgrounds among the faculty. To really address needs of community around the university, need to define who that community is exactly and work with them to identify needs and desires in that community. Note that there are many power dynamics and historical inequities that can constrain the view of who counts in having a voice from the community. It is unclear what community programs should be sunsetted or how they were deemed to be inadequate.

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Investing in cultural centers is a good idea. For a university of this size, we are underserved in this area and it is something that can enhance the student experience.

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Recommendation #3 is reasonable on its face, but is too vaguely written. It is not clear who gets to decide what programs do meet the needs of the community. I support recommendation #4, though I find it odd that the report does not mention the existing museums and university gardens.

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Same comment as above, except in some cases it will also be important to gather student, community, alumnus, employer feedback too.

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This proposed plan here seems ok

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I recommend to include or integrate biological programs (from College of Science), biomedical programs (from Vet School), and kinesiology programs (from College of Education) into COALS. This should be the only move to enhance our national and international competitiveness.

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I doubt recommendation #4 will bring in huge improvement for the retention of faculties. A museum, a garden, they may be good places to go for a day or two. Compared to the investments from the university, the effects will be negligible.

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Regardless of how this is or is not implemented, increasing investments in diversity, music, theater, and travel is an excellent idea.

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The idea that I think has the greatest merit in this entire report is creating an Office for Undergraduate Recruitment and Retention. Leaving recruitment to individual departments places a difficult burden on those departments. How can my department recruit in all 254 counties in Texas? Should I leave some (most) counties out and focus only on the big cities? I think this idea to centralize such activities will result in an excellent economy of scale. "Sunsetting" programs that aren't working is also a good idea.

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Agree with desire to create an office to promote retention and recruitment. HOWEVER, I would advocate that retention has more to do with what happens at the college/department/major level than what the University can do. If you think

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creating this office will fix it all, you would be naïve. While I am supportive of enhancing the arts in general at the University, I am not in favor of doing it to the extent called for. The report calls for building of a huge new performing arts centers, saying we have none. What is Rudder Auditorium/Theater/Forum? Isn't it essentially that? Why do we need to spend large sums of money on a 'Bigger Rudder'? I would much rather see that money spent on more needed classroom and research space. Similarly, the report is correct that the Arts are not a major thing at our University in terms of majors and academics, while it is at many large universities. But we cannot be great at everything. To expend very large sums of money on buildings and programs to grow an area that we do not have that much expertise in seems futile. I feel it makes much more sense to spend that money to promote further excellence in the areas we are already good at and want to get better at. I do NOT think this is a good way to spend our money. There is no way we will achieve excellence in the arts at a school like ours without outrageous sums of money being spent and many, many years. That money will go so much further at enhancing what we are already good at and up and coming areas we are gaining traction in.

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This is one of the areas that makes the least sense - there are recommendations in here that should be (or already are) in other units (i.e., recruitment/retention in Student Affairs) and then lumping University Archives/Special collections in with the Childrens Center seems off - it removes these collection from being an academic resource. In fact, the opposite would probably make more sense - bring the museums (like the University press) to stand with the Libraries which would lend academic expertise to these efforts and allow cross-pollination between curators (book and art - and possibly even historical artifacts).

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There is the potential for good programs here, but guidelines on implementation are vague. Having worked with many freshmen, I am seeing that many students enrolling at TAMU are no longer "college ready." Many faculty feel they are in a position where they feel pressure to "lower the bar" for success in classes, or cut essential material to help students succeed. We are already hearing that courses at the local community college are more rigorous than those taught here. Watering down a degree from TAMU will have negative implications on the value of our degree and the future success of our graduates.

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In response to recommendation #4: A cultural and performing arts center is most definitely needed on the TAMU campus that is non-unionized. Rudder is a unionized facility that costs approximately \$7000-8000 per DAY to use, even for TAMU academic programs. While student organizations can obtain a discount, the cost prohibits both university academic programs, such as the Dance Science program, from being able to use the facility for performances. Additionally, community organizations are limited in their ability to use the space which therefore limits the ability for academic and strategic collaborations with the local community. A theatre built in mind for multiple disciplines would enhance collaborations between TAMU programs and community partners. Brazos Ballet and the Brazos Symphony Orchestra are two such entities that would appreciate an indoor and outdoor space for performances and cross-collaborations with the TAMU arts programs. An outdoor open space for performances enhanced by large metal sculptures and gardens could provide an interactive space for multi-disciplinary performances and cultural/ arts events that could benefit the community. In the construction of a Cultural and Performing Arts Center, it is imperative that faculty and staff from all disciplines have an opportunity to be involved in the design and development of the space so that it can properly and safely serve in a correct and functional manner. For example, the stage space should have a sprung dance floor for the health and wellness of the performer's bodies.

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I also applaud the support of the McAllen Campus. As a contributor to the BIMS program, we are often stymied by bureaucracy as we try to support our fellow faculty in McAllen. Periodically, to get the faculty the resources they need, our department purchases them and carries them down personally as attempts to use the current infrastructure fail.

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This part of the report covers things we already have, such as a performing arts center and campus gardens. A museum would be interesting, but moving Cushing Library here does not make sense. Folding Cushing into a museum is confusing as they are a working research library and archive and putting them with Becky Gates and other entities that do not function this way is an odd choice. While Cushing does do exhibits of their collections, their main focus is research and to be open to scholars, students, and the community to view the items that they preserve, organize, and make available as research items. A museum and an archive have two different functions and these are being confused here. Brazos county also has a natural history museum over in Bryan, so consider whether or not competing museums are actually beneficial to the community.

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Recommendation #3 is reasonable on its face, but is too vaguely written. It is not clear who gets to decide what programs do meet the needs of the community. I support recommendation #4, though I find it odd that the report does not mention the existing museums and university gardens.

Recommendations 1--3 seem good. I have concerns about the costs of Recommendation 4.

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Needs further study.

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I completely agree that we need to recruit in towns and counties underserved by the university! However, one thing that I noticed was not discussed was creating a do-able financial plan so that these students could attend without going so deeply into debt that they're paying for their undergraduate degree for the next 10 to 15 years! The fact is, that the cost of attending TAMU is a huge factor many students - minority AND majority - and their families are having to take into consideration. I'm very glad to see the emphasis on creating cultural centers and events that can enhance community and get newer faculty and staff involved. From personal experience, I can say that establishing a friends group and a social network gets harder as you age and as your life changes. BCS lacks resources for mature professional workers who still have more decades of work life ahead of them, but are no longer interested in the bar scene. One concern is that it seems like the Cushing Memorial Library would fall under this. Or would it? And if so, why?

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can't comment

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All good ideas.

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Realignment of units is logical and I support these efforts. Recruitment and retention efforts are needed at the graduate level as well as the undergraduate level. In particular, there is substantial duplication of effort in individual programs, colleges and Departments reaching out to the same minority serving-partner institutions concerning graduate recruiting. It would make more sense to have these efforts centralized and coordinated. Investing in cultural centers, performing arts and museums is a fantastic idea and will substantially improve the quality of life experience for students, faculty and staff.

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These are greatly important and need to be facilitate at A&M. If successful, this will improve the climate.

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Sounds like an office looking for a function...

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The unusual bundling of activities will definitely improve relations between the university and the community in many ways (particularly through the performance art center). However, no other public research university of which I am aware folds arts degree programs into a unit focused on community relations rather than arts training. DEI is important in recruitment processes -- but also once students get to campus, and as it affects all faculty, staff, and administrators as well as students.

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Cushing Memorial Library and Archives is an internationally recognized world class special collections library and is considered to be in the top 10 special collections libraries in the country. If the library's move to another unit is to increase the support of Cushing and elevate it to the level of a research center such as the Harry Ransom Center then it would be well-received, however, if the move is to change the library's primary mission from one of research and preserving documentary cultural heritage for future generations of Aggies and Texans to that of a museum type of organization, then the move would seriously affect its ability to support the mission of the university, its donor base and overall institutional credibility. Cushing is known for its collections that have been carefully and intellectually curated by specialized curators and archivists. Cushing is an active research library and not a museum and its collections support the mission of the university. Thousands of researchers, students and community members on the local, national, and international levels engage with the collections on an annual basis. Its historically rich University Archives are heavily used by donor/alumni groups such as Aggie Moms and the Association of Former Students. The University Archives collects campus history which in turns supports units such Athletics as they develop their own projects to tell their stories and fundraise. The scholarly outputs and new knowledge created from Cushing's rare books, archival and manuscript collections represent an important marker for a Research 1 Intensive Institution. Cushing's exhibits support and promote its collections and there are serious concerns that its relocation from an academic unit to the cultural and arts unit will reduce Cushing to the level of a museum rather than retain its standing in the top 10 special collections libraries in the country. Cushing has a highly productive Outreach program which supports a blog, series talks, guest speakers in collaboration with other campus departments in addition to its popular long-term exhibitions and recently added pop-up exhibitions highlighting the military collections and the Science Fiction collections. Cushing faculty members have consistently published in peer reviewed journals, presented at professional meetings at the national and international levels, and have received grants from the National Endowment for the Humanities, Mellon Foundation, Council on Library & Information Resources that supported the 3D Hotbed Project and Primeros Libros Project as well as

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grants from TAMU: T3, XGrant, and diversity seed grants. Cushing supports student research in the form of very successful in-house fellows and the now newly created (2021) Don Kelly Fellowship/Internship and collaborations with the history department as seen with the Glasscock Fellows. Cushing also collaborates with the English department to host an annual Science Fiction and Fantasy writing contest. Cushing inaugurated an undergraduate Book Collecting Contest in 2021 and its winners were eligible to compete at the national level for the prestigious National Collegiate Book Collecting Contest; its ceremony is held at the Library of Congress. The Historic Pressroom is an experiential learning center that hosts workshops such as the renowned Book History Workshop and collaborative seminars with other world class libraries such as the Folger Shakespeare Library. Cushing relies on other University Libraries' (UL) units such Tech Services (Preservation, Cataloging, and Acquisitions), the Business Office, HR, IT, and DI (Digital Initiatives) and other system libraries such as MSL for resources and support. Cushing also relies on monetary funding to support projects such a security assessment, new map cases, light-reducing roller shades, new exhibit cases, new tables and chairs for the Mayo-Thomas Room to improve the pedagogical, meeting and exhibit needs of Cushing, new worktables and preservation supplies and equipment. If removed from the UL, on an annual basis Cushing would lose access to at least \$200,000-400,000 in Below the Line Funding -- funds that are needed for its maintenance as a world class institution. If Cushing were removed from the UL, the Preservation Unit would need to move with it as 95% of its work is Cushing related. The UL's Digital Initiatives unit would need to move with Cushing as 99% of the digital projects are Cushing related. The Scholarly Communications unit would need to move as most of their work has been Cushing or archival related. Catalogers produce the descriptive records for material held in Cushing, and these are the records researchers see when looking in the library catalog. At least 2-3 original and copy catalogers would need to move with Cushing in order for Cushing's materials to be described in a timely manner and not impede researcher discovery and access. Of serious concern is facilities management. As a special collections library, Cushing has unique 24/7 environmental conditions and security issues that need to be maintained in order to protect and preserve the cultural heritage assets of Texas. Facilities work at Cushing has to take into account the historic building the library occupies but also special concerns around building climate (temperature and humidity) and the collections housed within. The Library facilities unit is well versed in the needs of Cushing and would need to be shared. Cushing Memorial Library and Archives is considered to be one of the crown jewels of the TAMU system, and it needs to remain its position as a generational source of pride for all Aggies and also its multi-level recognition -- from local to global-- for its collections, faculty and outstanding assistance, access and contributions to research.

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The Office of Diversity Equity and Inclusion needs to retain its VP status, both for the optics and because it has an important internal role to the university that needs to be retained. Getting rid of the VP status would create exactly the kind of headline A&M does not need.

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NA because only research dollars and publishing in impact journals are important and rewarded.

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Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning is poorly thought out and will damage current departments and the College of Engineering (COE). The Department of Construction Science (COSC) is not an engineering degree nor ABET accredited and moving it to COE will degrade the College and the Department of Civil and Environmental Engineering. Graduates of the Department of Civil and Environmental Engineering will not support COSC being moved to the College and many will protest the idea of creating non-engineering programs within the College as industry expects us to graduate engineering-trained students.

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No comments

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Again, there are many valuable ideas here, and Susan Ballabina already is doing an amazing job!! My only input regarding this new office is that the Office for Diversity and Inclusion needs to be a stand-alone office that reports directly to the President. It is critical to center DEI & J both for our reputation as a premier AAU institution and land grant institution, and federal funding agencies will pay close attention. TAMU needs to lead the nation, and this begins with an elevated Office of Diversity and Inclusion.

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International students are important component of TAMU. Our international services need significant revamping and support. In terms of immigration support, support while on campus, and academic support. Anything that can be done in this arena will be better than what we have. A recognition in the report that international students are important is a good outcome that should be addressed. Elimination of duplication of recruiting efforts is something that needs to be addressed. To often there are competing entities with TAMU recruiting similar areas/towns/cities. A coordinated

recruitment strategy is important. Finding #4 is important, given the diversity of faculty and staff that we hire. Frequently comments refer to the lack of access to cultural enhancement opportunities in the area. Retention of high quality faculty is important.

I have no issue with recommendations but more strategic collaborations and partnerships should be made with industry. We are a land grant university and should be serving the state by strengthening business and enterprise, particularly of businesses based or have employees in Texas. We shouldn't expect the State of Texas or federal government to pay for facilities and research private industry is willing and would provided with strategic partnerships just to increase our federal grant portfolio.

I fully support the development and investment in cultural centers and places/spaces that attract families and talent to the BCS area.

How will the proposed new Institute of Biological Life Sciences be administered and be able to grant degrees? Why is the realignment of of biomedical within AgriLife appropriate? Why the concentration of power \$ and other resources under the AgriLife umbrella an improvement?

I respectfully disagree with the assessment to consolidate HLKN under the SPH. Thanks!

Any major restructuring of the university should draw on the ideas and experience of first-rate people with vision and proven track records of success in relevant areas — not mediocre management types. It would be great to have advice from a committee with business leaders like Elon Musk (moving to Texas!), scientific leaders like Neal Lane of Rice University (in Texas!) — who was science advisor to the President of the United States and also Director of the national Science Foundation — etc. They know what they want of our students who graduate and of the high-quality research done here.

I agree with many of the findings in this session. Especially # 1 and #4.

Recommendation #1: Continue to incorporate other campus units that fit the mission of Academic and Strategic Collaborations. Academic collaborations happen between the faculty. The rest is the administrative collaborations. In order to facilitate academic collaboration, one does not need any special office. One simply needs to make sure that the faculty have the means to collaborate/travel and have time to do so. Recommendation #2: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students Recruitment/outreach is done by the faculty, not by the administration. The resources for that must be allocated with the faculty, so the faculty do not have to go around begging for the resources to do one of the core missions of the University. Case in point: One of the very best outreach programs in this University, the Engineering and Physics Festival and related activities is constantly short of funds and constantly has a problem finding the funds for the next event. The university does very little to help, yet there is a proposal to create another administrative office. Sure it is easier to find funds for that. Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens There is nothing wrong with the recommendation itself, but I want to emphasize that the best outreach and recruitment happens when the future/prospective students interact with the faculty who involve in research/teaching at the University. For that to happen the University better spend the resources to support the faculty efforts. This includes the support for the time the faculty spend on these activities. As things usually go the funds to build new gardens will be taken away from the faculty. The net result then will be negative.

The VP for Diversity should not be a dotted line connected to the VP for Academic and Strategic Collaborations. Diversity, Equity, and Inclusion are not limited to campus and community engagements, and I would argue that this is just a small part of what the Office for Diversity is all about. This part of the report is so disrespectful and disheartening to those of us who strive to make this campus a more inclusive space. Texas A&M has several galleries and museums. Bryan has a museum of natural history. The report is inaccurate in stating that these things don't exist.

On Finding #2, which rightly notes the crisis TAMU is facing with regard to diversity, to the entrenched campus climate that can be harmful to minorities, as well as the Threats in the SWOT portion of the document that notes: "Lack of faculty diversity and poor retention of diverse faculty members both at the university and department levels. • University climate not always welcoming, particularly to diverse faculty, staff, and students. Enrollment of diverse students, particularly African Americans, is low. Student and faculty populations do not reflect the state population. • Perception that TAMU history and culture have negatively impacted student body diversity. TAMU has historically been conservative and slow to change regarding diversity issues. Fish Camp is an example of this—there is a lack of control over the content of the camp. The challenges of polarized politics have the potential to threaten core values. " I am

troubled that the only recommendation offered here is to establish an office of undergraduate recruitment. That by itself will do little to encourage retention of minority students, faculty and staff, or to create a more welcoming campus. If the campus culture is not changed to reflect a real belief in the importance of diversity and the need to respect those different from us, then no office will be able to bring in large numbers of diverse students, faculty or staff. This looks like a threadbare attempt to patch over the gaping hole in our campus culture caused by lingering racism and conservatism.

- Seek to retain, nurture existing, and grow new relationships in this area.

This section seemed under-developed compared to the others. It is difficult to tell which programs needed to be "sunsetting." An office to recruit underrepresented students is a fine idea in theory, but it not clear to me how this would complement or replace existing efforts. Is this only for undergraduates? Graduate/professional school recruiting is mostly done at the program level. A performing arts center would be a great addition to campus

Input from outside sources will help to strengthen the entire University.

Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens The centers and gardens should be managed by professional staff who can work with faculty/departments to incorporate a variety student engagement experiences. Funding these enterprises should not be the responsibility of departments and colleges; faculty and department heads should focus on academics and research.

This seems to be a bit of a grab bag of offices, but to the extent that I understand why these things are grouped, it seems that the dual career office would also make sense here - this is the office that is essential for recruiting people to the university. The statement to "Sunset community-focused programs that do not adequately serve the needs of the community" seems unfortunately vague and under-described here. Including the Office of Sustainability here seems to be a mistake. Sustainability is not a marketing device for attracting people to the university - it is a core aspect of how the facilities are managed, and needs to be under Facilities.

I am somewhat concerned that too many disparate things are being put into this office.

Agree with the vision, but would like to see a VP of Strategic Research Collaborations either in this office or the VPR's office.

I agree with finding #4 that the university needs to invest in more cultural centers. Although I think the reports overlooks some of the great things we already have (i.e. campus gardens) there could be more done to both promote the cultural activities and places we have, as well as develop new ones. Cultural places (museums, fine arts center, more campus garden-like places) can be draws for the community and contribute to community support.

I find this plan as a positive factor for TAMU.

There is basically no mention of the integration of academic programs in COALS (life sciences) and Engineering into the fabric of the academic and strategic collaborations. This is now and seems that it will continue to be a flaw in the goal of having Texas A&M University be an elite institution. An organizational structure like the one at the University of Florida has a Senior Vice President for Ag, Engineering and Medicine reporting to the president and the academic programs being under a Provost and the research being under a Vice President for Research. This organizational structure allows all components of the institution to work in unison and pull together while maximizing the utilization of resources. Texas A&M now has three camps on the College Station campus and it is not obvious that they are in synch with the overall goals of the flagship university.

A&M has been disgraceful in its lack of support for the community. The students do more with the Big Event than A&M does. There is no community outreach. Compared to schools like Wisconsin, the number of A&M sponsored classes is negligible. The Administration has been ranting about minority recruitment for decades--but sponsor a free conversational Spanish class for faculty? Have retired/current faculty lecture to community organizations?

Promote cooperation between departments.

n/a

Make it smaller.

Seems fine again as long as it does not result in more upper admins

more prominent global partnership and facilitating global strategy is needed

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The changes here are intriguing and perhaps will be beneficial but, like all things, will depend on the quality of the personnel.

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Again, be mindful not to create too many positions even if the responsibilities of this office are laudable. How are you going to pay for this?

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It's not clear what these recommendations will achieve. Appears to be focused on PR efforts.

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Strongly support the recommendation on creating cultural centers such as a performing arts center, a museum and hospitality center, and campus gardens. You go to every top college town in this country, and there is a few great places for family/kids to spend time in (other than restaurants!). We need museums to teach people about the past, and help them carve a better future. We need performing arts center for world-class artists to compete to get into. We need to go above and beyond the traditional "aggie" mindset if we want to stay relevant in the 21st century world.

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## Academic and Strategic Collaborations - Staff

Please provide your comments related to Academic and Strategic Collaborations:

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I generally agree with the recommendations for academic and strategic collaborations; especially with improving cultural opportunities for international students and with recruiting more underrepresented groups throughout our state and surrounding areas. Despite recent pushback on internationalization it is important to continue to build strong ties with with people all around the world; and as a state institution I believe it is critical to offer opportunities for economic and social advancement to as many of our citizens as possible.

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Academic and Strategic Collaborations: Finding #2, Recommendation #2: Centralize undergraduate academic advising. The rationale provided for centralize academic advising is to provide consistent a streamlined advising experience. I would suggest that removing advisors from their units and the students they support would be contrary to the stated goals of student success. The advisors that support students, should remain embedded at the college/department levels to ensure accessibility and ensure that the advisors supporting the students have program knowledge, know the students they support, and can successfully advise the students based on their major of choice. However, I do suggest that reporting lines of the college's senior advising unit could be changed, ensuring that overall communications, practices, etc. to all units are consistent and ultimately overseen by a centralized office. That is, I believe a change in reporting structure of the senior advising management in units to report centrally, could be beneficial. However, I highly suggest that removing advisors from the students they support would be detrimental to student success.

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It is unclear who is deciding this "sunset" of "community-focused programs" and what metrics. This should be better communicated otherwise the community and staff support them WILL be even more distrustful of what appears to be reckless change by a new administration. SWOT analyses on this would be helpful as well as strong community and staff buy-in.

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Coordinated recruitment is essential in bringing the best to Aggieland. It is critical for A&M to understand that its mission is not to just create engineers. It's mission is to provide Texas with Texas, Public Servants, Entrepreneur, Engineers, Artists, and especially Teachers. The teaching profession faces an exodus through retirement and excess for population increase. It is vital Texas A&M create teachers to help fill the impending gap. Community Impact programs will rely heavily on Deans, Faculty, and Staff to find innovative ways to engage the community. Something as simple as: A professor partnering with a local school so a student can earn extra credit. This extra credit would be successfully teaching a 45 min period of instruction covering a lesson they learned in the professor's class. would not only reinforce student learning, and provide an opportunity for discernment. But also serve as direct engagement with future students within the community. A&M has culture/performance arts centers and museums. What it lacks is a series of interconnected parks and gardens that serve as a research and community center. I do not understand the need to separate Cushing Library from the rest of the Libraries.

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The part about the centralization of advising is unclear, so I am not sure what exactly is meant. Centralization in terms of providing a clear, functional career ladder and standardized onboarding would be helpful for advisors, who can



otherwise be lost and stuck without good leadership. However, if you intend to require all advisors to advise all majors, this would be terrible for both advisors and students. These two parties need to develop a long-term, trusting relationship to succeed. Advisors also need to be able to specialize in one or a few majors.

Tuition is so very expensive already. I don't like the idea of students spending 60-80k for a Visual & Performing Arts degree where they may not have an opportunity to recover the investment and I would be against this. That being said, combining these with the Department of Visualization would be the only reason to create another school. Watching their successes has been amazing but requiring participation in STEM should be a mandate that they would be thankful for later. I had family invest in a performing arts college, only to turn around and require additional education (computer science) when they 'aged out' in NYC.

I am generally in agreement with these recommendations.

Please do not include Diversity and Inclusion into Academic and Strategic Collaborations. I don't see how efforts on DEI can benefit from being a unit of Academic and Strategic Collaborations. Rather, DEI would benefit from getting its stand-alone infrastructure to elevate its importance to the university's mission.

The Office of Academic and Strategic Collaborations continues to be a confusing entity and it is even more so as a result of this report. On its surface it makes some sense but given the reports insistence on mission focus in other areas, the creation of an entire division to control everything from undergraduate recruitment to daycare centers feels very odd. How does International Student Services fit into that picture? This becomes more confusing given the sources cited to support this new division. Nearly all of the sources that include dates are a decade or more old. Others are from non-academic sources such as "Wallethub". It begins to feel like justification of an idea versus research leading to a decision.

While I strongly support the idea in Recommendation #4 that we should "Invest in cultural centers". I have a couple of concerns with some of the recommendations. First, they posit that "TAMU does not have a modern performing arts center to host indoor large-scale events for students and the community". This is incorrect, we have Rudder Auditorium which frequently hosts plays, concerts, and other performances for students and the community. While I don't think it is a bad idea to create additional performance spaces, I found it problematic that they did not know what we currently have on campus. My other concern is in the organizational chart that they provide for Recommendation #4. In this chart, they list Cushing Library as one of the "museums" that would be put under this new organizational structure of cultural heritage centers. However, Cushing Library is first and foremost a library and needs to stay under the same organizational structure as the rest of the University Libraries. While Cushing Library does have archives, manuscripts, and cultural items, its large collection of books is one of its most defining features and is the most highly requested. The University Libraries also rely heavily on cross-departmental collaboration to support each other, as well as the multiple libraries on campus. By removing Cushing Library from this structure, it could seriously restrict how Cushing Library currently operates and the services that they offer.

Visualization should stay in the College of Architecture. Moving the program to Liberal Arts could fracture the program. Viz is a stem major and not a liberal arts major. A performance center is not needed since there is Rudder. The university already has gardens and museums.

I love the efforts to recruit minoritized student populations. I hope, as well, that we are creating a welcoming campus environment that embraces the diversity we promise as part of the recruitment efforts.

Recommendation 2: Create an office focused on recruiting UG. I support this recommendation. Recruiters must have regular communication with colleges and departments and must be trained to understand what it is each of our programs do. Recruitment that ignores some programs, gives out incomplete or inaccurate information, or fails to convey the essence of the academic program in terms of knowledge and skills is ineffective. Recommendation 3: Texas Target Communities should be used as a model of effective, impactful outreach, and resources should be invested in it to continue its work and scale it up. Recommendation 4: Invest in cultural centers ...and campus gardens. I fully support this recommendation. Making Bryan/College Station a more desirable place to live would enhance our ability to recruit and retain graduate students and faculty and would also benefit the BCS community. Currently BCS is not a desirable destination, especially for mid-career professionals because it does not have amenities and feels either like generic suburbia or like College Town, USA. While we're proud to be the home of Aggieland, if we want to attract people to live and stay here, we need to offer more than fun football weekends. I'd love to see concerts from a variety of musical acts, arts-related festivals, and more local restaurants and shops, and better public transportation.

No feedback provided

Love the focus on student recruiting - this whole division should report to the Vice President and Associate Provost for Diversity directly to the President with a dotted line to the Provost. No other SEC or AAU institution buries diversity in the administrative structure.

I am interested and excited by this new area of Academic and Strategic Collaborations. However, I would not include the VP of Diversity in this unit. Centralization of international education under one umbrella is welcome, and we could all benefit from removing the existing barriers and sharing resources. The concerns I have and those of my colleagues are mostly related to the individual charged with leading the centralization of International Programs. What assurances do we have that the individual overseeing these international education offices has experience in the field? Specifically, will leadership put a practitioner of international education with knowledge, experience, and national presence in place instead of a faculty member with little practical experience or knowledge of international education as a professional field? The University would greatly benefit from a professional who understands the complexity and interconnectedness of all aspects of international education. Someone active in organizations such as NAFSA, Forum on Education Abroad, AIEA, IIE, etc. The right person, given the opportunity, could make a significant contribution to our global identity. I am also supportive of investing in cultural centers, performing arts, a museums, etc. If we want to attract and retain talent, we need to offer a community that is robust, modern, and interesting.

No comment

Recommendation 2, to create a dedicated Recruitment and Retention Office is a valuable idea. Recruitment efforts seem mostly to be placed in the hands of undergraduate directors and academic advisors, who are simply not trained in the best practices of recruiting.

I support all recommendations.

No comments.

I think the recommendations to create new community programs and invest in cultural centers are excellent and would be highly beneficial for recruitment of faculty and staff, and would strengthen the connection between the university and the community. I disagree, however, with the suggestion to move the Office of Diversity and Inclusion into this new office. Moving such an important office out of the Provost's Office could convey the message that issues of diversity and inclusion are not highly valued.

Recommendation 2 - I have what I believe and hope may be a small typographical error. Recommendation 2 indicates a focus on improving recruitment and retention. My argument would be that retention is more the purview of student success and student affairs, not linked with recruitment. The academic and strategic collaborations VP has nothing significant in their portfolio to warrant being the center of retention. Traditionally, the concepts of retention, persistence, and graduation have resided in the student success area of most campuses. However, our approach has always been to be inclusive of the role student affairs and enrollment management/recruitment play.

"Recommendation #2: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students" is stating responsibilities that were literally stated earlier in the report to be the responsibility of the Provost's office. This also does not sound like it ties into the other responsibilities of the Office of the Vice President for Academic and Strategic Collaborations.

Since the Provost's office is going to be primarily responsible for student success, shouldn't recruitment and retention be there and not in a separate, non-academically related unit? Already prospective students feel that they are being sold a bill of goods regarding their "Aggie experience," and this move would only serve to exacerbate that. Without academic, degree-informed oversight, who knows what an over-zealous recruiter would promise potential students? (A problem that already exists within Athletic recruitment.) I do agree with sunseting programs that are no long relevant to A&M's mission and current standing. Do NOT invest in a performing arts center. That type of program is extremely expensive and the community does not have the bandwidth to support it.

Sunseting and re-establishing community-focused programs is a good idea as long as those programs get replaced after sunseting. Just removing lacking programs is not going to benefit students. Culture centers are a good idea and one that should be implemented.

I think it's a great idea to actively recruit more diverse undergraduates and foster the relationship between the university and the community. I would like to hear more concrete ideas on this front. How would the university go about recruiting from historically underserved communities? Is this about improving the quality and diversity of our student

body, or about increasing enrollment numbers? How will the university go about deciding which community-focused programs to sunset? Will it just be based on feedback from interested parties or will there be a more strenuous rationale behind any decisions? I also wonder if the community doesn't engage with some of these programs because they don't know they exist. My problem with this section is that Cushing Library is incorrectly lumped in with the Children's Center and on-campus museums. This is simply not correct: Cushing is an active research library and home to our archives and rare books. While it often will feature displays and guided tours, it is first and foremost a functioning academic library and not a museum.

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None

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Page 19 and 20: Does the incorporation of an Office of Diversity and Inclusion under a VP for Academic and Strategic Collaborations remove the hierarchical structure of the VP and Associate Provost for Diversity from a Presidential direct report? As currently structured, the office gives prominence to the efforts and importance that TAMU places on all dimensions of diversity. While that includes ethnicity and international status (a focus of the report), it also includes initiatives on other dimensions of diversity including gender, sexual orientation, religion, etc. and climate on campus. I feel it is important to keep the prominence of this office, the weight of this office and the focus on all aspects of climate and diversity. This prominence and the TAMU community's efforts have led to the creation of centers such as those found here: <https://diversity.tamu.edu/Resources#resources-all>, as well as to TAMU receiving the HEED award. Page 20: The report states the percentages of various ethnically diverse populations in TX. Would it be better to look at the percentages of the various ethnically diverse populations that are school age? Report cards for school districts, found on the TEA website, give those percentages. They show that the African American and Hispanic/Latinx population of students adds up to 65.4%. These should perhaps be our aspirational goals.

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Pg. 19. This new unit provides a unique opportunity to address a goal of collaborating and connecting with the larger Bryan-College Station community and the citizens and communication across Texas. What about the communities of the other TAMU campuses that are not in Bryan/College Station. Pg. 20. To ensure that departments and staff have proficient intercultural communication competence (an ability to conduct meaningful, appropriate, and effective communication with others of different cultural backgrounds), training and resources to best support international student populations on their campuses are of great importance. I hope these resources are made available to the College of Dentistry when they are developed. We have had requests for programming that specifically addresses these issues. Pg. 20. Recommendation #2: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students Since the majority of the sections above have mentioned recruiting a more diverse student population, it might be helpful to reach out to the College of Dentistry, specifically their Student Affairs and Student Development departments, who have had programs focused on this for decades and have been successful in efforts to diversify their student body.

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I believe several of the recommendations for Academic and Strategic Collaborations would greatly benefit the university.

- Investment in cultural centers, performing arts centers, a museum and hospitality center, and campus gardens: this is a key area that Texas A&M falls short in compared to every other university of its size. If one visits another major Texas university (UT, UH, Baylor) or SEC school, they will find many, if not all of these things. These are critical to recruitment/retention of students, faculty, and staff, as well as developing culture in a city based around our university. This is badly needed, and I appreciate its inclusion in the report.
- Creation of a new office to improve recruitment and retention of undergrads: This recommendation is in line with what should be one of Texas A&M's top priorities, however it seems a little redundant as this already exists at the university in the form of the Office for Student Success.

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I'm unsure of the vision for centralized advising. Is the thought to be centralized into one building and would each advisor need to have knowledge of every major, program, opportunity across campus? That's not realistic but I get that impression from the report. I'm also concerned by the non-specific use of the word "MANY" when describing the number of students who change their major. Do we not know a percentage? Is this between one college and another, or within a college? Very different issues.

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Putting the Vice President for Diversity under the Vice President for Academic and Strategic Collaborations sends a very clear and troublesome message of devaluing this position and the essential DEI-related efforts managed by this office. There are no peer institutions where a VP for Diversity reports to another VP. Given the breadth, scope, and visibility of the position, it should report either directly to the president or to the Provost and Executive Vice President so not to minimize its significance and marginalize the individual's voice.

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The MGT reports states the Office of Vice President for Academic and Strategic Collaborations “aims to prioritize relationships between TAMU and Texas, particularly the communities where TAMU campuses and programs reside.” I completely support this mission and believe that some of the structure suggested by the MGT report is consistent and will offer great partnerships between TAMU and local and state communities. However, just as the MGT report suggested the Provost Office was too big and lacked focus, I believe they jeopardized the focus of this unit by adding a hodge podge of units that they couldn’t conveniently find a home for or were just trying to remove power from the Provost. In order for this unit to remain on mission and not become the Office of the Vice President for Miscellaneous Programs, I believe better homes need to be found for the following units: VP for Diversity Office of Sustainability OPAS Music Activities Children’s Center Academy of Visual and Performing Arts Art Galleries Cushing Library International Programs I understand that the MGT report does propose a creation of several fine art departments. This will be a great benefit for the Bryan/College Station community, however, until these programs/departments/schools can be created these fine art units should remain where they are currently housed and bring them together once a new school/department is formed. There is no need to dump them in one area for them to eventually be moved to another. It doesn’t make logistical sense. It also only extremely loosely supports the missions of the academic and strategic partnerships unit. If we’re trying to remain focused to deliver organizational excellence, let’s not create units that are essentially the Island of Misfit Toys for unique campus units. International Programs, I agree, needs a Vice President/Provost or Assoc President/Provost to supervise it. In addition, aligning the international programs on campus is essential to their success, however, they belong either reporting to the provost or directly to the president. I would lean toward the provost since the majority of our international colleagues are faculty and students and thus this is the domain of the provost. I would love to see international student, faculty, and staff processing reorganized and made more efficient. Honestly, it’s a mess. As a unit who has to partner with them, they completely lack resources to support the vast number of constituents they serve. ISFS and ISS are always underwater. I came from a university in Illinois where these processing units were centralized and it ran very smoothly. I know it can happen. However, at TAMU, for an organization this size, these units are sorely under-resourced and lack a unified mission and direction.

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None at this time

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As part of HSC, even though we are part of TAMU, there are business functions such as paying across campus parts that is still difficult. Processing tuition payments for hsc students on tamu accts and vice versa have to have a work around process.

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N/A

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Recommendation 3 is the only one I can get behind, but who determines what metrics are used to determine if a program is successful or should be eliminated?

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Some of the departments being moved here make no sense at all, and appear to be moving here just to justify the new position. Specifically International Student Services and Education Abroad would make more sense under student affairs. And it makes no sense at all to move recruitment out from under admissions, as these two departments are literally two sides of the same coin.

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It is being recommended to move the Becky Gates Children’s Center out of the Division of Student Affairs and to the Office of the Vice President for Academic and Strategic Collaborations although approximately 35% of campus child care centers are under the Division of Student Affairs and 35% are under an Academic Department, while 10% are in Administration & Finance Divisions (National Coalition for Campus Child Care Centers, 2015). The Becky Gates Children’s Center presently has many established collaborations and partnerships across campus including College of Nursing (clinical site), College of Architecture, College of Education & Human Development Project ABC (T3 Grant) & NIH Grant application, College of Engineering (NSF Grant application), College of Medicine, and others. Changing divisions impacts agreements and affiliations. Consider supporting and maintaining established collaborations and affiliation agreements when moving departments with new reporting structures. The mission of the Becky Gates Children’s Center is to provide an exemplary, affordable, accessible early childhood program for the children of the students, faculty and staff affiliated with Texas A&M University. The Becky Gates Children’s Center mission is met by serving students, faculty, and staff at TAMU. The center supports student engagement through transformational learning experiences by using the center as a research, clinical, and observation site as well as providing high impact opportunities for over 50 student employees. The Becky Gates Children’s Center supports both undergraduate and graduate student parents in achieving academic outcomes and by increasing graduation rates. Being student focused is at the core of the center’s mission. If

the Becky Gates Children's Center is moved out of the Division of Student Affairs, we ask you uphold their mission and allow them to continue to positively impact all students at Texas A&M University. In continuing with the mission of the Becky Gates Children's Center the new Office of the Vice President for Academic and Strategic Collaborations addresses the goal of "collaborating and connecting with the larger Bryan-College Station community and the citizens and communication across Texas" and aiming to "prioritize relationships between TAMU and Texas, particularly the communities where TAMU campuses and programs reside" (p. 19). At this time, it is unsure how the Becky Gates Children's Center aligns with the Office of the Vice President for Academic and Strategic Collaborations. The Becky Gates Children's Center has focused internally for over 20 years on the faculty, students, and staff of TAMU. Consider safeguarding the current mission of the center. Campus Child Care Centers such as the Becky Gates Children's Center enrich higher education institutions by supporting a diverse and inclusive body. The center supports academic partnerships and campus-wide collaborations across all disciplines. The center supports a world class faculty and staff by increasing recruitment and retention, being a family friendly environment, and fostering inclusivity with our rich diversity. Many Aggies find a home at the Becky Gates Children's Center. In addition, the Becky Gates Children's Center has obtained outstanding achievement in national and state quality initiatives including health and wellness as well as the new nature-based playground. The center also offers quality educational training opportunities for students, faculty, and staff as well as in-service and pre-service teachers. This center is and should continue to be model school for early childhood education across the state of Texas and beyond. It is imperative to uphold the mission of the Becky Gates Children's Center to provide an exemplary program. This is accomplished through the center's innovation and discovery by leading in child-centered philosophies and pedagogies, including nature-based and anti-bias education, opening the gates to a lifetime of learning for both our future and current Aggies. Lastly, the Becky Gates Children's Center receives important funding from the Division of Student Affairs for Aggie student parents. The center awards \$78,000 annually in DSA UAF funds to student parents. Active student parents receive between \$100-\$175 monthly discount to offset the cost of child care to support student parents' focus on their academic work and graduation. Furthermore, the Becky Gates Children's Center receives \$24,000 annually in scholarship money from The Association of Former Students specifically for lower socioeconomic status graduate students. Continuing funding streams that support Aggie students is imperative to the mission of the Becky Gates Children's Center.

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No comment

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Proposed Org Chart - Cushing Library It is clear that MGT Consulting lacks understanding of the purpose and role of an academic special collections research library and how libraries like these are used to teach students and scholars. Cushing is not a museum but rather a robust research library that lets students interact (touching, smelling, and feeling) with historic books, artifacts, and other rare collections. Museums allow a limited view and little access to materials. Cushing also hold the University Archives, as well as the archives of the Federation of Aggie Moms papers. The facilities managers, catalogers, preservation unit, fundraising unit, and business office within the University Libraries system are intertwined with the infrastructure and workings of Cushing as a unit and as a facility. If the A/C unit breaks (or in any of our facilities) Cushing would need immediate attention that could not wait for days nor weeks to fix due to the rare collections need for climate and humidity control. Our facilities managers know Cushing's needs and quirks that come with being a historic building. Rational #4: I agree that we need a event center for all events. Rudder Tower used to serve as the indoor large-scale events center, but it is VERY tired and needs to be either totally renovated or demolished and re-imagined. (Yes, blasphemous, but I said it.)

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Recommendation: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students This should include contacting "Stop Outs" or students that started their educational career at Texas A&M and left higher education. These efforts should also help address the definition of academic advising at Texas A&M. Due to territory of efforts, some colleges prevent offices from assisting with reaching students. A clear definition should be established about students being recruited, actively enrolled, and those no longer enrolled. The advising community should focus primarily on those actively enrolled.

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Report: Relationships between TAMU and Texas; support the education and growth of the larger community/larger Bryan-College Station community and the citizens and communication across Texas Response: The University Art Galleries' mission is to provide educational opportunities for both students and community members and the state. In moving the University Art Galleries to the Department of Academic and Strategic Collaborations, the galleries could be an excellent resource for drawing more visitors to campus and enhancing the reputation of our existing collection of early Texas art. While our team is already committed to this endeavor of making art accessible to the community and

state through our newly formed Texas Art Project, more support and resources could amplify this program to the stature it deserves. It would be my hope this would provide more ways to reach more people through arts education. Public Partnerships/Outreach and External Affairs and Public Relations could possibly be a source of help with our Texas Art Project and a desire to bring traveling art shows and programming to Texas communities. This is a goal for our team, but with limited resources, we don't have much time to devote to this idea. Something not mentioned in the report with regards to moving the University Art Galleries to an academic collaboration area would be to provide us with much needed connections with university faculty regarding programming and curriculum. Most universities have art departments that support their university art galleries. Our small team has to try and make in-roads where we can with faculty, and without support, these relationships often fall through the cracks as faculty get busy with getting published and working toward tenure. A more formal call for the galleries and our collections to be part of every student's well-rounded education is greatly needed. While the Forsyth Galleries has a full-time education curator, the Stark Galleries is in need of this role moving forward. Both galleries could benefit from a review and new strategic planning about the direction of educational programming and what will resonate the most with students and their educational needs. A recent idea in Student Affairs was to band together the arts departments on campus to create a marketing campaign raising more awareness for arts opportunities on campus. This initiative was tentatively named "Enhancing the Arts." A small committee was formed between the Division of Student Affairs, the University Art Galleries, Music Activities, and the Academy for the Visual and Performing Arts. All groups were dedicated to this cause, and I know many would be interested in working together to help promote the arts on campus and in our communities. The group is currently on hold with the recent changes in leadership. One major resource on campus that draws a lot of community participation is the Leach Teaching Gardens. Many entities like museums understand the connection between art and nature and joining museums and galleries under the same umbrella with arboretums and gardens. I'm not sure how it might work based on the university's org chart, but a joint collaboration between the arts and the existing TAMU gardens would seem to be a natural fit and draw for the community. Report: ...particularly the communities where TAMU campuses and programs reside Response: Consider the TAMU System Schools where they also have well renowned arts programs and consider collaborations. Examples include the stellar music program and the Panhandle-Plains Historical Museum at West Texas A&M University, and the art galleries at TAMU Corpus Christi, to name a few. Report: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens; ... campus-associated museums would provide opportunities to educate and share educational assets with the community Response: We already have all of these resources, they're just being underutilized at the moment. With the proper support and direction, the departments being proposed to be moved to Academic Collaborations could be bolstered and become bigger draws for the community. I would suggest investing in the existing resources we have before breaking ground on new facilities. Something to consider is the location of these resources. We have found that having the University Art Galleries in the Memorial Student Center means we get much more foot traffic from students than we would if we were in a stand-alone building. The dilemma is getting community members to come to campus. If our current collective resources were highlighted more and had more programming for the community, then we might get more community involvement. Report: The report is missing information pertaining to marketing for Academic and Strategic Collaborations Response: Where does marketing come into play for this new group and what does the working and reporting structure look like?

I work in the Academy for the Visual & Performing Arts Department and am very excited that AVPA is moving under the new office of the Vice President for Academic and Strategic Collaboration. I agree with the following statement from the report: The areas surrounding Bryan/College Station currently offer a variety of cultural activities and events to enhance the community and support the artists that reside in the region. As the educational leader in this region, TAMU should be the leader in growing this effort. Research shows that cultivating art and culture in a community provides many benefits. Adding arts and culture throughout the community can improve health, safety, and well-being. I have been working for AVPA for over five years and hope this change will open up opportunities for staff advancement, which are currently not available. Currently, this department is understaffed. It has one full-time employee (wearing many hats), a part-time Director (faculty member rotated every three years between College of Education, Liberal Arts, and Architecture.), and one to two student workers. Therefore, I recommend hiring a full-time Director instead of rotating faculty every three years as a part-time Director because their primary role and responsibility are their faculty position. In the current model, AVPA comes second to their faculty job, which impacts their ability to do an excellent as a Director in AVPA.

Top universities in the US are academic institutions centered on education, instead the report seems to want to create a business university for the purpose of money generation based on contracts. TAMU is praised for being cheap and granting degrees in a short period. The ability to attract top researchers and educators is linked to how the University is run and its vision. Again, it appears that the consulting group has very little experience with working at top level universities and was given a task with underlying goals that have not been shared as well as a very tight timeline.

For the college of liberal arts and sciences. Focus on the Department of Performance studies. We have had a BA in Theater and Music before. I feel it was never supported fully by the college of Liberal arts or the University as a whole. To maintain these programs a proper building needs to be in place. the current building was not enough. We would also need many new hires in faculty and staff to insure success. Money for these new academic tracks will have to come from a new budget provided by the University. The current College and Department does not have the monies to do this on their own. If we have a proper performing arts center we can take in ticket sales from Theater, Music and Dance performance to help support these programs. We could also support outside groups to build a community bridge of arts for the Bryan/College Station area.

I concur with the recommendations of the study

Completely agree with Recommendation #1. For Recommendation #2, I agree with the goal and with strategic recruiting, but I do not agree with creating a new office for it. Current PSC and recruiting staff could be trained for strategic outreach programs. My first TAMU full-time position was as an AdviseTX college advisor for Admissions. Assigned to two high schools, I saw first-hand how the built relationship between PSC staff, local recruiters, and high school counselors and college centers increased students wanting to apply to and attend that particular school. If the new office is just a new name and additional programs/training for staff this could be beneficial, but if it would involve completely changing our recruitment model and removing all existing staff at once, it would hurt our relationship and reputation with many high school counselors and college centers. I believe in the importance of remote PSC's and recruiter visits to high schools to increase the number of completed admission files, scholarship applications, and reduce Summer Melt between high school graduation and freshman year, especially in recruiting minority and First Gen students. For Recommendation #3, I agree with the additions but missed what would be sunsetted?

Bryan/CS is great but we have Galveston as well and no mention of that is depressing. And the new Ft. Worth campus might need to be brought in here. It would be nice to mention Relis once in a while as well. Finding 2 is Quotas. Sorry but if you have a goal with a number then you are talking quotas. Recruit all people. they talk about Sun setting. Nothing was listed on what would be sunset. As for "adding more" cultural events is great. The problem is what YOU call culture is not what others consider entertaining. Simply put the people that make these decisions on what to "go get on campus" are the problem as much as anything. In the 80's little G Rollie White had concerts on a regular basis that were extremely popular. But we have a much better arena and we are lucky to an MMA Fight or a Small sports event.

None

Undergraduate Recruitment -Based on the numbers provided it appears that this finding assumes that 100% of current Texas high school seniors are college ready. The national average for college readiness is between 34-40%. It's unfortunate that MGT failed to dig deeper here and utilize relevant data. This finding could have been written by a politician because it relies on the ignorance of the reader. The decision, which has already been implemented assumes that there has not been strategic undergraduate recruitment under the Office of Admissions and ignores the consistent growth in undergraduate applications for the past ten years. It also ignores the fact that in 2020 college applications dropped nation-wide and especially decreased among African Americans due to the COVID-19 pandemic, yet FTIC applications have increased significantly year to year for the past several years, this was not mentioned in the report. Competing for the very best African American and Hispanic applicants must be supported by significant private, targeted, generous scholarship monies. Removing the difficulty of paying for college for these students will bring in more applicants and more confirmations. We are competing against the very universities you cite in this study. Centralize undergraduate academic advising While I agree that the change of major process is too complex and difficult, I am unsure that centralizing advising will solve the problem. This recommendation does not address the barriers created by colleges and departments who do not want students that did not start with them. Has the idea of requiring all FTIC students to be general studies or in a meta major such as STEM, been considered? This model appears to be successful for Engineering and Business, why not build on those successes? My concerns with centralizing

undergraduate advising are below: - Centralize is typically bureaucratic speak for downsize, there are not sufficient advisors now. - There is a potential loss of knowledge base and relationships with the colleges. - There is potential to create advisors who are essentially Jack's of all trades but masters of none.

This office seems to mean well, but MGT seems misinformed as to what some of the included units do. The Becky Gates Children's Center, for example, does not serve the community outside of campus. Families must be associated with TAMU College Station campus, so including it as community outreach is not correct. The Department of Music Activities houses academic classes for students. While their performances are open to the public, the department exists to provide students both performing and experiential opportunities. And to sever the department from its biggest ensemble, the Aggie Band, would affect the staff who all serve students in multiple ensembles. The Academy of Visual and Performing Arts is not a true academy, but their focus is on bringing in cultural guests. They run a calendar and a website for other cultural activities, but have insignificant funding. It would make more sense for VPA and MUSA to remain where they are currently until that day a School of Music is created and have the groups only move once. There does need to be more recruiting of underserved populations, and that should be the focus of this office. Cultural centers already exist and additional performing arts venues are in talks right now. However, no matter what is on campus, the community will not come engage unless the parking issue is resolved. As a long time Bryan College Station resident, I can vouch for friends and neighbors who will not attend functions on campus because parking is too much of an added cost and not convenient to venues. The Cushing Libraries are more research oriented and should remain with the University Libraries, where ever they end up.

It's good to have a central advising office, but do NOT consolidate all. As a former student, having advisors at the college level is important because it creates a one-on-one environment so students can receive individual attention and advisors can speak on an intelligent level about the differences in each program within a college. Having a central advising office that talks about each college and helps with transferring would be nice, but they need to be separate from college advisors. I did transfer majors while in school and got many different answers for the criteria to transfer. I went through the TAPS program and they were helpful but they did not know the specifics to get into each college which would have been nice.

I agree with the proposed restructuring but do not view it as high priority.

The report advocates bringing in various elements to make BCS more attractive to faculty recruitment and diversity. That will be a slow process. Another more efficient solution is to couple the report's recommendations in this area with AWLs for faculty who come from more diverse and cultural centers who don't want to live full time in BCS. I would add here that I am full time staff with no faculty appointment. But recruiting and retaining all faculty is important as faculty turnover generates tremendous trickle down work for staff members.

I have no comments on this section.

I do have experience in admissions and diversity events, and trying to diversify the population at TAMU. Having museums and cultural activities can only help to an extent. Students don't want to deal with passive aggressive racism on their way to the museum. The amenities don't mean as much if they feel like they don't belong in the first place. Also, SO many international students don't have cars, activities should be easily accessible by bus.

As long as my unit is still able to forge useful partnerships with relevant academic units, I don't believe we would be affected by the proposed changes.

I agree that leveraging our different campuses to most effect for research projects and other collaborations is to the best benefit of all in TAMUS.

The central advising office scares me for all future students. The nuances of advising for different colleges/majors I feel is something that is easier learned at the lower level vs trying to consolidate all of those people together. I would also be worried the students would stop becoming "known" to their advisor & become just another number - thus losing any trust they had in that person.

Recommendation #2: Create an Office Focused on Improving Recruitment and Retention on Undergraduate Students Nowhere in this document does the Consulting Company focuses on the RETENTION which is the most important part. This recommendation reflects an old, outdated look at DEI where a cute, nice, neat box is checked without any accountability. Retention strategies and efforts for our Aggies of Color is the accountability part. It is a HUGE missed opportunity and very disappointing. Also, what about the recruitment and retention of graduate students of color? Furthermore, where is the recommendation to promote DEI among all campus community members? There is a serious



concern at the Galveston Campus that DEI funding will be cut. So many wonderful things are happening on the Galveston Campus due to the DEI funding. We have graduate student leaders who are scientists who plan to apply for 1973 Center funds to do a book club with a bent of hearing the work of scientists of color. In addition, we have a graduate student of color who is looking into a case study to see why few marine biologists of color exist and how to change the tide. Our campus also has monthly or bi-monthly programming for the entire community as well as a Anti-Racism Allyship Group that meets bi-monthly with accountability pieces. Each one of these actions is intentional and accountable to the Sea Aggie community here. It is critical to have initiatives with faculty and staff engage in the DEI work needed at our campuses.

On recommendation #3 - sunset inadequate community-focused programs - more information is needed about how these will be identified or which programs are being referred to here in order to give proper feedback. Recommendation #4 - as a public university, it's important to invest in offerings that will attract the public (and prospective students) to campus aside from football games. This sounds like a good recommendation.

I don't work with Academic and Strategic Collaborations to provide feedback.

In response to Rationale #4--How about just making cultural events more accessible (in regard to parking, ramps, auto-open doors, etc) and more affordable for people who make less than \$50,000 a year? If you want more families to attend, you can't charge \$40+ per ticket for events. The museums and art galleries are magnificent, but OPAS tickets, for example, are much too expensive for the average family.

Significant investment in strategic recruitment efforts that recruits the best and brightest students from underrepresented populations across Texas sounds great, but centralizing is not the answer for making this work. Rationale#2 - TAMU is expensive to attend and if we are looking to increase diversity, more dollars must be put on the table to help offset the expense. May need to go back to allowing \$1000 in competitive scholarships per year to allow students to receive non-res waivers vs. \$4000 in competitive scholarships per year.

Finding #2 states that TAMU's Black or African-American student population is only 3.7. As the niece of the 1st African-American to be enrolled at TAMU ( [REDACTED] my son is also a graduate of Mays Business School ('07). As an African-American staff member in the Office of Admissions, I attended TAMU in 1985 and I am from Bryan, TX. I did not continue at TAMU because there was no support system. I did not see very many people who were Black (other than athletes and custodial staff). The problem, as I see it, is that TAMU lags behind in its recruitment of Black students because we do not send Black staff or Black former students to recruit Black students. The Office of Admissions has Black regional advisors and I am the only Black admissions counselor. Yet, we do not utilize Black admissions staff and Black advisors to specifically recruit Black students and their families. When I present the freshman admission sessions in Rudder Tower, I seldom see Black students and their families visiting campus in these sessions. When I do, those who attend the sessions are so "shocked" to see a Black admissions counselor. They tend to migrate towards me immediately! In the words of one mother, "We are so glad to see and talk with you because we didn't see very many Black students while we walked around." Black people have a culture of community. They best identify with people who look like them. They need to hear from the Aggie Black Student Former Network and know that TAMU is a great place to attend school. Recruitment efforts should target the places many Black people attend, i.e., churches, civic centers, HS athletic events in Black neighborhoods.

This is an exciting new investment. It makes sense that all things non-academic and service oriented are housed together. I look forward to seeing how to work with this unit to improve our community outreach and engagement.

We need more simplified pathways to industry and strategic collaborations where such collaborations can be initiated in shorter time periods and university researchers are protected. Right now, an MOU, NDA, MTA takes time and going through multiple channels at A&M to establish these is time consuming

Make sure to include Advisor input regarding student retention. We are on the front lines. We talk to the students. We know what is going on in their lives to make them choose to drop courses and or leave the university. I love the idea of the cultural center and hospitality center. You could get students involved in these programs and office. Students studying museum studies, performance students, hospitality, event management, etc. could have some great hands on experience with these centers.

On page 19, I do wonder about moving the Office of Diversity and Inclusion under Academic and Strategic Collaborations, because I see that office as supporting efforts within the institution to address DEIA issues, rather than focusing on partnerships with the community. Page 20 says "when networks and partnerships are well-rooted, identifying those internship opportunities becomes easier." Based on that statement, would it make more sense for the

Public Policy Internship Program be moved under Academic and Strategic Collaborations, rather than the Division of Student Affairs?

Rec #1 – continue to incorporate other campus units that fit the mission of Academic & Strategic Collaborations • This seems very broad and many of the units listed in the org chart seem unrelated – particularly OPAS, music activities, art galleries, Cushing libraries. Rec #2 – Create an office focused on improving recruitment and retention of undergraduate students Rec #3 – sunset community-focused programs that do not adequately serve the needs of the community and establish new programs to be support the shared mission of TAMU and the state of Texas. • I don't see a list of the programs that "do not adequately serve the needs of the community" – this is very vague. Rec #4 – invest in cultural centers, including a performing arts center, museum, hospitality center, and campus gardens • All these items sound great, but TAMU will need to prioritize time and resources towards the most impactful opportunities in this report. This effort would be welcomed but given all the other departments and existing employees who feel in flux, I would hope all those needs are addressed first.

Community involvement has a big societal payoff (I have seen this work extremely well with open access to K-12 educational materials). Much modern research is multidisciplinary and such initiatives deserve support. Recommendation #4 sounds costly, so societal benefits would need to be weighed carefully. Then again, I might say the same about collegiate sports.

undergraduate students. There should be a significant investment in strategic recruitment efforts that recruits the best and brightest students from underrepresented areas of Texas and surrounding states by increasing outreach programming, leveraging connections with the Aggie network, and increasing scholarships. Centralization will allow enhanced coordination, messaging, and effectiveness while eliminating duplication. Centralizing cannot hide the fact there the university has to do more work on its image that is already out there. We need to make the campus more welcoming and this can be done with department being included and their academic advisors.

As a member of International Student Services staff was amazed to see little consideration was spent on the re-location of ISS into a new division, and more importantly, how little consideration was spent on international students generally. In Rationale #1 of the first Recommendation for Academic and Strategic Collaborations we learn virtually nothing of what led the researchers to their conclusions. For instance it says, "To ensure that departments and staff have proficient intercultural communication competence (...), training and resources to best support international student populations on their campuses are of great importance." What does this mean? How are we supposed to take action on this recommendation? It goes on, "Incorporating an international programs component into this new unit will help support the academic and personal journeys of international students." How will it do this? How is our current approach failing? What are the needs that this component will fill? What services will it provide to students? All this pablum is not accidental. International students simply weren't part of the equation or important to the researchers. If they were we would have gotten something more concrete and actionable than this vague "consultant speak" that fills space but says nothing. This university has incredible programs that draw talent from around the world but once international students are here it seems that they are an afterthought if they are thought of at all. This is a shame because A&M could not operate without them. The more than 5,300 thousand internationals support A&M financially through out-of-state tuition rates at some of our most expensive programs. They keep entire colleges open by the critical work they do as graduate assistants in the classroom, in research, and in university offices. At the moment there are at least 2,284 international students are working to keep vital functions operating. And they're doing it all in the middle of pandemic that is keeping stuck in place thousands of mile away from home. Frankly, they deserve more than to be an afterthought. Everyone at ISS does their best to serve our students. But too often it isn't enough. As I said there are 5,304 international students enrolled, but we only have 7 advisors to talk to prospective students, process their I-20s or DS-2019s, do travel signatures, advise on OPT and CPT, run webinars, take counselling appointments, provide drop-in hours and much else besides. But our commitment doesn't end when they graduate. Even in the pandemic our former students got to work. More than 900 OPT and STEM extensions were processed by our office in 2020. A student who graduates and participates in OPT and a 24 month STEM extension represents a 3 year commitment of services. All this with 7 advisors who work a combined 14,560 manhours. Obviously the majority of those manhours aren't spent processing and advising but even if they were that would work out to less than 2 and a half hours per student per year. We also support students who are constantly sent to us as soon as the word "international" comes out of their mouths, regardless of whether it an issue for our office. This often leads to the "run around" effect which wastes student and staff time. Having all staff in all departments trained and sensitive to the needs of international students, and of their unit's responsibilities toward them would go a long way in providing equitable service to these Aggies. One example of

this; my personal work involves administering the insurance requirement for F-1 and J-1 students and I have spoken to hundreds of GAs who have not been properly educated or onboarded to understand their benefits, which often leads them to missing out in insurance enrollment paid for by A&M and instead must pay out of pocket. In these cases we are lucky if they can enroll in Grad Plan mid-semester and recoup some of those monies via a refund. But that process takes months, leaves students without hundreds of dollars and frustrated. I hope my feedback brings the challenges serving international students into sharper focus because this isn't an issue that should fade into the background. Strong academics won't be enough to hold onto our share of talented students going forward. They are an in-demand commodity and if we don't take care of them someone else will. We need to appreciate that these students help make Aggieland as prosperous and well-connected as it is. We need them more than they need us and it is time that we invest the time, money, and care necessary to manifest that reality. I don't have all the answers but change should include; 1) better employee on-boarding and training. American workplace benefits are strange compared to most of the world, but international students get precious little training or information on what's available to them and often miss out on benefits because they don't know any better. Every department should have thorough trainings not just for new employees but for their business administrators so that they can be familiar with common issues. I cannot tell you how many times a student has had to pay for insurance because their I-20 information was not properly updated or because they did not understand that they had to make a benefit election. 2) Training on what issues are appropriate for ISS and which are not. ISS primarily works on immigration and work status but we are the first stop for questions about Intl Withholding Taxes and any other issue that primarily affects international students. When they come to us we can either go out of our way to help them or send them on another spin of the Run-around game. 3) Expanded support for ISS. As I showed above there are about 7,000 current and former students supported by each advisor. The current staff cannot both keep up with critical services such as document issuance and develop and thrive to grow and provide higher order services. I know our advisors are desperate to have the time to talk to students and go over all their options and advise them on how to reach their goals, but it simply isn't possible to do that right now.

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If academic programing moves to Academic and Strategic Collaborations unit, what would happens with ResLife Engagement Learning Support, Living Learning Communities, Academic Peer Mentors, hall programming, Hullabaloo U, etc.? Would our staff still be involved as liaisons with this area, just not putting on the programming themselves? Is this unit under student affairs? Currently this is a big part of retaining residents on campus and has a great academic benefit to those living in our residence hall in regards to social and academic performance. Also builds a stronger connection with our department and residents so we aren't just an entity running their dorm.

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I always support more community outreach by the University, as well as efforts to increase cultural diversity within the University.

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In the proposed restructure we have International Student Services (ISS), Education Abroad (EA), and what I can assume to be Immigration Services for Faculty and Scholars (ISFS, not named as such in the proposed structure - assuming it's Global & Academic Services). I also see the creation of an Associate VP International Programs. I wanted to be very transparent about my concerns that often plague international education - competence. Far too frequently individuals are placed in positions of authority overseeing international educators with little to no knowledge of the work that we do and how interconnected it is across multiple departments / divisions across campus. I have worked at far too many institutions where the individual overseeing international education initiatives and offices has little or no experience or knowledge of international education. I do agree with the finding that these offices should have a more linear reporting structure and all report to the same person, I just fear that the individual overseeing it all will not be knowledgeable about the work that we do. I simply ask that whomever is designated (or hired) to lead these offices have the knowledge, prior experience, and understanding of the work that we do and supports us in a way that allows us to do the work that we do. Far too often micromanagement is the first go-to in these spheres and, frankly, it prevents us from doing our jobs effectively.

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Regarding the Organizational Chart that follows page 23: The placement of Cushing Libraries under "Enriching Campus and Community Units" via the VP for Academic & Strategic Collaborations is incongruous. While Cushing houses rare books and special collections; it is a research library. It seems it would be much more appropriate to keep them under the Library umbrella.

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Yes - build a museum, garden and anything else. Other universities I have been at have awesome arts for families to visit - and it is something A&M should seriously invest in

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It's not fair to the College or the Departments who will essentially lose their international rankings by being linked with Liberal Arts. There are great concerns that doing this will take money away from the College of Science and their

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Departments to essentially fund the new departments in the proposed School of Visual and Performing Arts. We deserve to not have our greatness as a department and as a College to be overshadowed by those less great than we are.

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The University Libraries already has a committee dedicated to broadening Diversity, Equity, Inclusion, and Anti-Racism within the University Libraries. Joint efforts between the University Libraries Diversity Advancement Committee and the Texas A&M University Office of Diversity and Inclusion would be beneficial to all students and stakeholders while also recognizing the agency that the University Libraries has in order to function as an independent entity within the Texas A&M University System.

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The recommendation is to create an office focused on improving the recruitment and retention of undergrad students. But the other recommendation is to remove the VP of Diversity. A known issue on this campus is the retention of nonwhite students. These recommendations do not seem to align with one another.

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I also support the recommendation to create an office focused on improving recruitment and retention of undergraduate students. I know that our university has tried (and not necessarily succeeded) to increase our recruitment of black students. I believe that it would be helpful to have an office that is focused on this mission. I also support the recommendation to invest in cultural centers around the BCS area. I wholeheartedly agree that these types of centers would increase the job satisfaction, quality of life, and overall satisfaction of the Students, Faculty, and Staff of our university. I believe that these types of investments would help us to better recruit and retain employees. I would have also liked to see part of this recommendation pertaining to outdoor activities for the community such as a trail system. Studies show that people that spend time outdoors tend to be more satisfied with their life.

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Let's get really clear on what it means to be a land-sea-space- grant institution and let's keep our focus on that. We are founded as an engineering and agricultural school. As a former fine-arts person myself, I really appreciate the recommendation for #4 but I do not think this is in our scope so no, we should not invest our time and resources into this effort.

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I'm in favor of sunseting any program that doesn't serve its mission and goals well, as long as no one is let go as a result. Faculty and staff involved in the program should be reassigned.

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In the past twenty years, I have served on several task forces regarding the arts. An amalgamation of the arts was recommended in all of those task force reports. I think this could be extremely valuable in TAMU's quest to be a Top Tier University. The addition of a performing arts center is particularly exciting. Having such a facility that doesn't sit in the middle of a busy campus, the amenities of a true performing arts center has long been a dream of the arts organizations on campus. Logistical questions, specifically for OPAS, have to do with the OPAS Student Committee and the OPAS Endowments. I assume there will time for those questions if these recommendations are approved.

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See comments under Student Affairs.

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Finding #2 - I don't think a whole new office for recruitment and retention is necessary, but when I was in middle school and part of high school (~12-16 years ago) there was a summer program where students of all walks attended for a week and were able to see all of the facilities, learn the admissions process and requirements from the admissions office, learn about scholarships and how to apply, and at the end of the week a scholarship was raffled. The program was eventually ended, but I remember how much that helped, especially for would-be first generation college students. Re-introducing a program like this would be great outreach program. It looks like diversity focus was a huge part of this portion of the report; TAMU has taken strides the past 10-15 years to achieve this goal, and instead of creating offices and heavy focus on minority communities, I think TAMU should continue to highlight and focus its many student organizations such as Society for Black Engineers and MSC CAMAC to better show that students that are considering TAMU are not just being recruited to boost diversity appearances but will actually have places to be involved with people with similar backgrounds. Finding #3 - I agree. TAMU should continue to focus and find new ways to interact with the community on the local and state level. Finding #4 - Investing in a cultural center like in finding 4 would be amazing... the art museum at U. Texas in Austin was a nice attraction the one time I visited.

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I do believe an office focused on recruitment and retention of undergraduate students, especially students of color is needed and I definitely support that effort.

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Recommendation 1, "Incorporate other campus units." I generally agree with the incorporation of various programs under this Vice President, including OPAS. I disagree with moving the Academy of Visual and Performing Arts and Music Activities into this organization. The rationale and movement to this VP seems to create a community focused philosophy where the students are here to provide entertainment and art experiences for the community. While this is a secondary benefit, the core purpose of student education and performance experiences must remain primary. As a

former member of the University's Wind Ensemble, performing for the public was great and appreciated, but not the purpose of my participation nor that of my friends. This is a proposed move searching for justification from state and community relationships...simply not a reason to move nor good alignment of purpose. Recommendation 2. "Create an Office Focused on Improving Recruitment and Retention." While this office sounds like a good idea, why would this responsibility not be placed under the Provost. Retention seems especially the purview of the Provost organization under student success. Who is going to be responsible and accountable for recruitment and retention—two different challenges—of students? If two different organizations are responsible and accountable for both, no organization will truly own the problem and you've created structural misalignment that will consume resources, become a time sink, and increase the time required to achieve limited results.

I'm not sure spending money on a performing arts center in this town is needed when you would renovate the existing rudder auditorium and utilize other facilities for the same need. This does not seem to be a good use of funds. We also have an art gallery on campus that could use more focus and funds before building a museum. We also have multiple museums around town already that don't get used.

Rationale #2: Establishing centralized undergraduate academic advising will provide a consistent, streamlined advising experience for students and ultimately improve the student experience at TAMU. Centralized undergraduate advising services will make it easier for students to change majors across colleges and will reduce the number of offices that a student must visit to meet the requirements for a major change. In an effort to continue centralizing services across campus, this centralization effort will allow for enhanced on-boarding, professional development, and accountability of undergraduate academic advisors. It will also create an environment that allows the advisors to work collaboratively with other like-minded professionals to increase additional job growth opportunities and to ensure that position titles and salary are balanced across campus. My Response: The idea that students not needing to visit many offices sounds like a good idea at first, however, there are many downsides to centralizing advising for some offices or even across the board. I have talked with many students who enjoy knowing their advisors personally and also having advisors located right in their own departments, where students are already located for courses. Students feel more heard and cared for by knowing their advisor personally. This is increasingly important now, with mental health issues on the rise. Caring for students education and personal health should be our number one priority. I worry that by centralizing all advising this could be a negative result. I approve of making certain processes easier for students, but not necessarily centralizing advising completely.

The importance of the programs that are being collected in this role are unquestioned, but it is unclear why a new level of administrative oversight was necessary. In general, the language in this section is vague, and the recommendations don't provide enough detail about what is being proposed or why.

How is recommendation #4 not the Memorial Student Center, the Rudder Tower complex and The Gardens at Texas A&M University? The Gardens are an obvious recent addition to campus. Within the MSC, we have multiple art galleries. Additional museum displays can be seen in the Sam Houston Sanders Corps of Cadets Center. The Rudder Tower complex features a 2,500 seat auditorium, a 750 seat theatre and a 250 seat forum, accommodating events of various sizes.

I would love more information on the structure, goals, leadership, and funding structure of this area.

I am excited to be part of this new organization. When reviewing the proposed chart, it does feel like it is asking a lot for one area to achieve. Some of the departments/units do not appear to be a natural fit together.

generally agree

I can see how many of these recommendations would work and make sense structurally. An important thing to understand is how these different areas are currently funded, particularly if they have been funded by students. Units such as the Becky Gates Children's Center receive some funding to offset childcare expenses for students with young children. Access to this support is important to the success of students who are parenting.

I think there are lots of great areas for exciting things in the report here.

I think the creation of an office focused solely on retention and recruitment of undergraduate students is redundant. My understanding of the purpose of the Office for Student Success was that through their programs, retention should be identified as a goal. Maybe their strategic goals (if any) or programs should be repurposed or redesigned to include this. To the point of recruitment, this feels like an admissions role. Recruitment and retention together doesn't feel

connected since one is before and one is after admission to the university. In direct response to recommendation #4 to invest in cultural centers, I believe this only invests in a specific kind of culture and dismisses those that would be best for our students, faculty, and staff alike. I believe we should be creating academic homeplaces, such as a Latinx center. Especially as we approach a student body that is almost 25% Latinx, and nearly an HSI, more spaces need to be created that support rather than just admitting minoritized students. I do not believe that it is best to only create recommendations geared to support "all" students. We need to create programs, supports, and spaces for the students that need support. Disaggregate the retention data and you'll find the student populations that need additional supports and intentional spaces to succeed on this campus. Only mentioning racialized experiences in the report when it comes to retention also feels incredibly deficit-based. Also, just as a holistic note - these sources supporting these recommendations are weak, outdated, misrepresented, or not from scholarly sources.

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Office of Recruitment and Retention would be a good asset to add to the University.

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Continue to incorporate other campus units that fit the mission of academic and strategic collaborations We should look at what the state of Texas and our students (current and prospective) need before investing in units to grow larger. Bigger is not always better, not even in Texas.

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The University Libraries should be at the for front of higher education when it comes to student success. We are the Hub of their Educational resources. I also think that because the Libraries is so unique and has so many faculty, staff and students they serve, leadership should be changed from a Dean to a Vice President of the Libraries, followed by 4 Associate Deans and 2 Directors.

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Community engagement is a departmental focus to move it to a more central position causes it be less responsive to opportunities and collaborations. These are personal. A relationship has to be cultivated that matches with the departmental and related industry wants and needs.

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No comment

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More clarity is needed in regards to the reporting line of the Vice President for Diversity. The proposed organization chart shows a straight, non-hierarchical line between the VP Academic & Strategic Collaborations and VP for Diversity. Exactly to whom does the VP Diversity report?

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The office that recruits students should be created, however, the university leadership should realize that to do this job at scale well would be served by having many smaller offices and programs that are flexible to meet the DIVERSE needs of underrepresented students and their unique circumstances.

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Items moving from Student Affairs into the area of Academic and Strategic Collaborations seem well founded and very rationale. Items like music activities, OPAS and Children's Center never aligned well with Student Affairs various goals and missions for students.

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I support the idea of increasing recruitment from underrepresented Texas counties and creating an office that focus on this specifically.

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Investing in cultural centers and community programs would be fantastic for attracting and keeping families in the BCS area!

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Agree with majority of this. Although, we already have a campus gardens so I am not sure what they meant regarding that.

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Please do implement Recommendation #4 - "Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens" - those are fantastic ideas and we already have existing community efforts there that could be built upon and expanded. Recommendation #3 - Please continue to invest in partnerships and service opportunities with Bryan ISD more and more. That partnership will pay dividends throughout our community and improve our community. Recommendation # 2 - Undergraduate recruiting does need some centralization and improvements - that recommendation makes sense. There needs to be more transparency and communication between TAMU Recruiting/Admissions and the Colleges/Departments.

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If done well and a good dynamic leader is found it will be an asset to the University

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Recommendation #4 - The "Cushing Memorial Library & Archives" is not a museum. It is exactly as the name suggests - a research library and home for university archival records. The facility is not suited for typical museum visitation. It provides periodic exhibits to highlight the research collections and enlighten the TAMU community about its history. I have doubts that the consultants examined the operation of Cushing and instead confused the operation which uses

processes similar to a museum.

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None

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I appreciate the suggestion for more garden/museum areas. This would definitely help attract graduate students, as they consistently speak about the city as a factor in their decision

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In the Review Cushing Library is placed under Enriching Campus and Community Units. I wonder if Cushing was included here because of the interest in the arts, art galleries, and museums stated elsewhere in the Review. Cushing Library houses many books and newspaper clipping files. I do not have the facts of how many books or how many museum-type objects, however I think the preponderance is books and collections of papers (an archival function).

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OUTSTANDING recognition of need to expand our platforms on which to actualize educational offerings and opportunities in the art, music, and culture.

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TAMU could certainly strengthen ties to the community, particularly for faculty and students of color. I taught in Bryan ISD at one point and many of my students were no more aware of or loyal to TAMU than they were to Texas. The university does not have the impact in the lives of all students in this community that it could, and should, have. Particularly if TAMU wishes to attract and retain faculty, staff, and students of color, efforts to increase community visibility- for ALL members of the community- would go a long way.

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A shared office on improving recruitment and retention of undergraduate students, especially first gen students would be a positive focus for the campus community.

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This is a long-time coming. Texas A&M needs to expand its presence in all communities across the state of Texas. As one of two Land Grant institutions in Texas we should have a recognized presence in all 254 counties - much like the original A & M - Agricultural and Mechanical (engineering). Texas A&M should realign itself to the land grant mission and provide for the citizens of Texas. We need to recruit students and faculty/staff that better represent the population of Texas. Additionally, the McAllen campus should be moved under this area - Provost office has shown that it cannot successfully lead this high impact campus. It should be aligned as a community impact program to work with the surrounding Hidalgo county.

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If all international elements are being drawn together for ease of reporting structure, is it useful to consider bringing some components of the Jordan Institute for International Awareness into the international fold? Jordan does programming for students (which seems like a fit for the MSC programming office, but it also sends students abroad and gives scholarships to some of them. These seem more logically housed in Scholarships/Financial Aid and Education Abroad. There is also a museum in the MSC that may need to be connected to the arts elements added to Academic and Strategic Collaborations. The immigration services for international employees may be well located in a central international office, but given the logic of realigning Human Resources, an argument could be made that these are really employee services that fit better with Human Resources. The unit will take on recruitment of students; consider whether it also needs to have some connection to retention efforts. We will not solve our decades long misalignment with African American students if we concentrate only on recruitment. Also, we have at least 30 years of climate studies that tell us these students feel marginalized. So, having the Diversity Office elevated to report to the president may help with understanding the needs of these families and students. Should University Youth programs be added to Academic and Strategic Collaborations given it is K-12 programs? If this unit has one of the children's centers that exist on campus, should the other one be added, too? One is Becky Gates' and the other is the Charlotte Sharp TAMUS children's center. Also, there are many outreach programs housed in colleges. Is it the intention to move those or have coordination with this unit?

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No input to provide

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Collaboration is key to getting things done when it is done well. The current campus environment is fractured a bit, and the report recommendations did seem logical.

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Creating a focus on retention for undergraduates is a great idea. Has there been talk about the same for graduate students? The graduate students only have the graduate school and they do not do the same as what is done for undergraduates. At one of the graduate and professional forums there were students who commented that they transitioned from undergraduate to graduate and the amount of resources changed completely (see here: <https://www.youtube.com/watch?v=gcD0y1JZmd0>).

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Cushing is not a museum - it contains huge collections of books and manuscripts. Separating it from the staff support

currently provided by the libraries effectively slashes its operating budget. Instead of a brick and mortar museum - which most students will not visit - provide a more robust learning environment about the university and its culture.

I applaud the idea of creating a focused outreach and recruitment office that offers targeted outreach to prospective students, increases minority recruitment, and increases total applications of new undergraduate students. The Aggie family should reflect the diversity of Texas. I find it ironic that Finding #4/Recommendation #4 focuses on the importance of art and culture, while this report also recommends essentially demoting the university's art- and culture-driving departments to providers of electives for the "big four" programs you view as worthwhile. TAMU already has a performing arts center: the Rudder Theatre Complex. And while gardens are lovely, we don't need more outdoor gathering spaces. Texas is hot. People like to gather indoors. I am also mystified by the recommendation that TAMU found its own natural history museum. Don't get me wrong: I LOVE museums. (If A&M had had a Museum Studies major, I would've majored in that!) But given that this report keeps hammering on the need to refocus on academics, I find the idea that we would prioritize creating a tourist attraction for B/CS community members -- especially when there is already a Brazos Valley Museum of Natural History in Bryan! -- completely mind-boggling.

University collections/museums have a collaborative in place with the other collections/museums/libraries in the community. Several of the museums/collections on campus are not mentioned in the Recommendation #4: Sports museum, nautical archaeology/lab, Biodiversity Research & Teaching Collection (natural history), and the Corps of Cadets Center. As Curator of the Corps Center for 20 years, we have collaborated with other entities on campus in a variety of capacities over the years. At present we have over 15,000 items in our collections, and our exhibits present the traditions of A&M in addition to A&M's Corps and military history. A new natural history museum would seem to be in conflict with the diverse organizations which already exist. I would be thrilled to have our collaborative strengthen and supported rather than just having a new facility built. Also, there already exists the Brazos Valley Natural History museum in Bryan; why replicate one on campus that would be harder to get to? Thank you for understanding the impact museums make: <https://www.ims.gov/publications/understanding-social-wellbeing-impacts-nations-libraries-and-museums> In 2010, I was proud to co-chair the Texas Association of Museums annual meeting in BCS, and to share our community museums/collections/libraries with colleagues from across Texas!

I find this entire area to be remarkably unfocused. Had there been better definition of communities, or objectives this might be a meaningful section. As it is it sounds like an opportunity for the University to become an instrument of social engineering outside of the interests of local communities and their resources.

The only concern that I have is moving Cushing Library under the Enriching Campus and Community units. The perception of the report appears that Cushing would become a Museum which it is not. Cushing Library is an informational hub for researchers, and students in regards to Special Collections. Cushing Library could partner with the idea of cultural centers, but the main function is to provide support to students and research.

Creating a new office designated to the retention of undergraduates doesn't actually work if there are no measure in place to understand why students leave majors and universities. There are no exit surveys if you switch your major and even when you graduate the exit survey is vague on what you thought of the department, what you struggled with, etc.

It seems a great many responsibilities have been placed in this one area. It also seems that many of those selected are programs that serve the greater community and have more nebulous goals and metrics. The Office of Sustainability does not belong where it has been placed in this organizational chart. They have a very active and engaged student internship program for class credit. It would appear that was unknown to those writing the report. Additionally, Sustainability plays a role in attracting and retaining students. Based on the minimal information available, it would seem more suited to Community Impact Programs. I suspect some of the leadership in the College of Agriculture and Life Sciences shared their blatant dislike of the program. I would hope that MGT and TAMU would do their research and attempt to understand the value and importance of this office and their efforts. Over the last several years it has become apparent to me that our diverse student population is disrespected for speaking up for their own rights. I truly hope that moving the Office of Diversity is not an attempt to diminish their hard work or efforts. I believe the characterization of their performance in this report is skewed by the voices of many former students who long for the good old days. This is no longer an all-male, all paramilitary, largely white, and largely Christian university. Indeed, our success has been built on growing and evolving. Former students who would rather defend a statue than the current students who do not look, sound, or believe like them should not be deciding the fate of this office. I can see how OPAS, Art Galleries, and Cushing Libraries might make sense together. Music Activities should not be treated any differently than the Aggie Band. The Corps of Cadets is part of the university, not the UNIVERSITY. Treating Music Activities differently seems both punitive and petty. I have never been a fan of the university operating a childcare center. It if



was tied to research and practical training that might be different. As for Recommendation #4, stating that we do not have "TAMU does not have a modern performing arts center to host indoor large-scale events for students and the community" is ridiculous. We have plenty of spaces for large-scale events, between Rudder Theatre Complex, the Memorial Student Center, and the numerous athletic venues that are UNDER UTILIZED. We don't need more of this space; we may need to use the space differently. I am not opposed to a museum, but when you put that against many other programs here, it does not rise to the top of my list. I hope the intention is not to sacrifice the academic programs placed in this unit for the sake of building monuments to ego.

I was not aware this VP position had been created. It seems too far-reaching for one person. And as for adding performing arts center - we have one. Rudder stands empty most days and nights. And it is centrally located.

all of this makes sense. Increased community development is important.

Recommendation #2: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students  
This needs extra support for the Higher Education Center at McAllen as there higher numbers of first time in college students and more families that are lower income. The drive for diversity needs to ensure that areas of diverse individuals have the support to ensure students feel supported and welcomed by Texas A&M University.

•The idea to create an Office focused on recruiting and retention is one of the best in the report. Based on the terminology in this section, DEI is the goal here but recruiting talented students wherever they are should have a higher priority. •The University needs to recalibrate its connection with the Aggie Network and the thousands of Former Students in the world. Texas A&M needs to decide if current students, former students, or faculty is the priority and dedicate time and resources in that direction. It is not clear who is the most important at this time. <sup>[1]</sup><sub>SEP</sub> •Texas A&M has needed a museum for a long time. Of this whole report, this is the most exciting recommendation in my opinion.

Creating a student recruitment & retention office to target specific populations (mainly underrepresented ones) seems like a no-brainer. Becoming an HSI should be an attainable goal, and yet it seems like for several years the university has had trouble meeting the threshold required. I think intentional recruiting strategies and having an office dedicated to this goal make sense. Does A&M want a more diverse student population? Or at least a population that more closely matches the diversity of Texas? If so, then that message is not being clearly articulated through current recruitment and retention efforts. I believe the review specifically mentions utilizing the former student population to assist with recruiting. I think this recommendation makes sense, however, I think comprehensive training and a selective volunteer process will be necessary if the goal is about increasing recruitment for underrepresented populations. By comprehensive, I just mean the training would need to cover a lot of topics (e.g. DEI, A&M specific knowledge, BCS offerings). There seems to be some success in recruiting international students which makes me wonder why more effort isn't poured into recruiting students that live right here. Lastly, I do believe creating culture centers can go a long way in transforming the campus culture (if that is a priority). Their creation will need to be intentional, well-thought out, and marketed in such a way that encourages non-group members to become allies or learn more about the cultures they otherwise aren't exposed to. From most of the A&M climate survey results I've reviewed, it seems there is a lack of understanding about the purpose of and enrichment provided by culture centers/DEI initiatives among the predominant culture on this campus. Addressing this perspective needs to be a priority. Some of the rationale provided in support of enlarging the role of the Academy of Visual & Performance Arts are useful. I think bringing shows to campus that appeal more to the surrounding community and making them more affordable for the community would help secure A&M's role in and influence on the community.

The offices and departments that were mentioned being moved over into this new office make logical sense for the most part. The Education Abroad Programs is the one that stood out as an outlier to me since it would seem to straddle the line of academic affairs. The creation of an office purely to retain and recruit seems a little redundant. We have no problem recruiting students. There are too many undergraduate students at TAMU currently. The issue is that the students who are being recruited and retained are not the students who should be. It would make more sense in my mind to refocus and shift the offices that currently deal with recruitment and retention towards this new goal so the institution can meet its purpose as a land grant institution and match the state demographics which it was created to serve. A performing arts center could be created, there are museums within the MSC, and there is already a campus garden that has been created and is an ongoing project on west campus. I don't understand why the gardens on west campus are being ignored by this.

Recruitment and retention of minority students will not succeed until or unless the university becomes more a more welcoming place for minorities and that word permeates the minority communities across the state and nation. I agree

with recommendation #4 Org Chart - The Office of Sustainability and the Becky Gates Children's Center look out of place with the rest of the groups in that org chart. They could be much better aligned elsewhere in the university's organizational structure.

I agree with the recommendations in the report for Academic and Strategic Collaborations.

No comment on this.

Texas A&M used to host a number of events and concerts in the coliseum and then Reed Arena. These events brought more cultural experiences to the community and engaged those with families. It would be very nice to see more of these types of events return. Recommendation #4 is extremely exciting to read.

N/A

Very insightful. Good luck with making that happen.

The collaboration section is poorly written and not well thought out. It is clear that the people who wrote this section of the report had very little understanding on the role of many of these departments and organizations. Moving Cushing Library under a "Enriching Campus and Community Units" clearly shows that they do not understand the purpose of Cushing Library.

Centralized Advising would not be successful at such a large institution. This would require the advisors to know about other colleges... Basically a jack of all colleges/majors, but specialist in none.. and would hence be a bottleneck and frustration for the students.

I am confused by what you mean by "centralized". If you mean that all the college recruiters (like myself) and Directors of Recruitment (which we are in the process of hiring) will all physically move to a centralized location on campus and will no longer office in our respective colleges...that is a huge mistake. It is vital (in my opinion) for us to remain in our colleges. When prospective students meet with us or attend an information session we present, part of the appeal is that student getting a sneak peek at where they will be one day. Where their advisor will be, where they will have some classes, etc. If by "centralized" you mean that we will just report to /collaborate with the Associate VP of Outreach and Recruitment while still having offices in our respective colleges...that's different.

Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. (p.22) I support this recommendation.

I agree with the findings. Our community is a large part of our campus operations and vice versa. It would be nice to see the university giving back to those that make this relationship work.

I agree.

I am all for the addition of cultural centers; however, as an example, the quality of OPAS productions has gone down in recent years. I used to have a hard time choosing where I wanted to spend my money to go to events. Now, I'm lucky if there is one performance I want to see and if I do, it's usually something family-focused, but taking my kids to a play on a school night that starts an hour before their bed time is just not going to happen. If we go down this avenue, you would need to start big with draws that will bring in new crowds, and intersperse these with other budget-friendly events throughout the year.

This is the new unit where I have been moved to. Without any hesitation, I fully support all of the recommendations as it pertains to Academic and Strategic Collaborations! This restructure will provide the much needed support pertaining to undergraduate recruitment of prospective students, especially in the area of diversity. Accountability, metrics/outcomes, eval and assessment have to drive our strategy when deploying diversity initiatives designed to close a variety of gaps in the makeup of our student body.

No Comment.

I am not in a position to provide good insight into these changes.

I only receive emails and have not had any interaction with this office. I do not have

Recommendation 4, while commendable, is going to be VERY expensive and long-term if it is going to be done correctly.

I will leave academic areas to the academics. Finance is really a service function to enable proper resource allocation and budgeting. We need to know the mission so that we can enable success through proper allocation of financial resources.

centralizing recruiters from the colleges and formerly admissions is needed to make strategic enrollment decisions a reality

Growing support of and cooperation with economic development organizations and the community are critical to commercialization of our research and to the University mission as a whole. Suggest that commercialization be housed close to economic development and/or research in the org chart.

I totally understand where this area is going, but would love to see the word "community" evoked in this topic area - while our community relationships are strategic in nature, the strategy is not why we build relationships with those beyond our campus borders.

The report mentioned trying to be the BEST/LARGEST in all Majors/Colleges/Units. If we end up trying to be EVERYTHING for EVERYONE, we won't be good at any of them. Instead we should concentrate on the THINGS we do great and let other colleges/universities provide those areas where TAMU doesn't excel. Again we should NOT try to be everything for everyone. We are NOT known for Journalism... That's OK, other places excel at this. If instead we focus on fewer majors, we will not only EXCEL, but truly have a shot at being the VERY BEST. It just doesn't make sense to be/do everything. It's a fallacy that we can do everything and do it well.

It is essential to collaborate across areas and functions to share resources, knowledge and progress towards the shared mission. Academics should drive all. Our department works extremely closely with Scholarships and Financial Aid, the Registrar's office, Office of Graduate and Professional Studies, Student Business Services, Admissions, Student Success and advisors, including weekly meetings with representatives from these areas so we can best meet the needs of their departments and students.

Under recommendation #4, we already have an amazing campus garden. Not sure how that was missed.

I do not have much input on these recommendations.

None

Recommendation #4 would make it more desirable to live here and I think would help Texas A&M stand out as a more unique place. Parking would have to be a major consideration though, if you have to pay to park to go to the performing arts center or museum that would make it more difficult to have equitable access for the whole BCS community.

Collaborations should be a mission of all universities. TAMU has become a siloed organization which limits infusion of new ideas and talent.

No Comment.

Some of the recommendations to move units under the new Academic and Strategic Collaborations unit do not make sense and appear to make this new unit a "catch all" for units rather than focusing on the mission of prioritizing relationships between TAMU and Texas. The Enriching Campus and Community Units doesn't make sense or show ready alignment with the mission of this office. Alignment with Student Affairs for some of these units shows better alignment given their impact on Student Engagement and Development.

I support recommendation #4 but it is out of place here. It needs to be a standalone unit named "Diversity and Cultural Programs/Initiatives" (or something like that) with its own VP. The organizational chart in current form is confusing. Change "community impact" to "education and career pathways". Change "economic & comm'y dev" to "public & private partnerships". The organizational chart is still confusing.

This area seems to be of vital importance; I especially like the idea of cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. Recruitment of students is super important, as is phasing out sunset programs.

Moving towards a centralized location makes a lot of sense. TAMU needs a "national" image easily recognized and respected globally instead of all of the different entities vying for exposure.

By far the most extensive changes recommended; however, they are must needed changes. Everything from the organization to the suggestions was spot on. I especially liked recommendation #4 in investing in things that also would benefit the community. I do think it might now go far enough. This might not be the correction section with the changes

suggested in the academic realignment, but I've also felt with the amount of land, the vet schools, and TAMUG, that TAMU should open a teaching zoo that would rival San Diego or Columbus. A fully functioning zoo with rotating animals for learning purposes as well as a rehab aquarium could go a long way with the vet school. Also, partnering with an entity like Disney's Animal Kingdom could provide opportunities for vet internships that aren't currently available. Another issue I felt wasn't present here is how can A&M partner with the community to bring more companies to the area to keep Aggie grads in College Station. As stated in the report, the workforce is 20% older and there is a diversity problem. By focusing on building up the community, it would benefit A&M long term. For example, A&M can help bring in more business and development to help grow (and preserve) the Northgate district so it can be more than just bars and a couple restaurants. Adding things like art, performing arts, and bringing in Aggie owned businesses might help. It could emulate a true downtown experience which brings families and individuals closer to campus and the campus closer to the community. I rambled a bit on this one, my apologies.

N/A

Several of these things TAMU needs to get out of the business of doing and focus on delivering education.

I agree with a support the recommendation made by MGT.

Having a greater focus on community outreach when related to the Arts is a strong step. Leadership in these areas should be focused on new trends in Entertainment and Event management. Creative thought should be given to the offerings at OPAS and new performance venues for concerts, events, etc. There is so much going on in the Entertainment World that Texas A&M should be at the forefront, not running behind in offering to the community.

N/A

I liked the continued theme of focusing each Division/Department. Like moving certain functions like OPAS, Art Galleries, etc under this group. One particular focus I liked was on increased investment in cultural centers (like a new performing arts center) and parks/gardens for the campus community (including faculty and staff) to enjoy.

AGREE WITH ALL FINDINGS

I agree with the findings in this section.

## Academic and Strategic Collaborations - Student

Please provide your comments related to Academic and Strategic Collaborations:

In regards to Recommendation #2, Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students: I like this a lot, and it is not secret that it is necessary at times -- especially for some of our minority students. In regards to Recommendation #4, Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens: I love this recommendation, and many other students do as well. I have not met a single individual who is opposed.

N/A

Creating an office for undergraduate recruitment seems like a good idea due to the large amount of students coming into A&M. However, I think the recruiting should consider how the students will contribute to the culture that A&M has distinct from other universities. In my experience, I have too many classmates that do not care about the core values, traditions, or unique opportunities that A&M offers. If this type of student continues to come to A&M, the culture of the university will be diminished over time. I support the idea to create outdoor community gather spaces and parks.

a. The incorporation of student programming areas that have student membership into an office not directly focused on student success is troublesome even before the question of continued student involvement in these areas. OPAS and International Programs are areas of concern as they are currently groups (MSC OPAS and International Student Association, Freshmen Leadership International, and others) that students can join for the benefit of developing themselves co-curricularly as well as provide meaningful action in the interests of students and audiences alike. b. The

creation of an office focusing on recruitment and retention of undergraduate students should be focused on making sure the environment on campus is welcoming to those students, not simply just increasing targeted outreach and total applications as this can provide the metrics for success without actually solving the underlying problem

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Strongly agree with recommendation for dedicated performing arts center

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Don't combine liberal arts and sciences

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Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens - serving the community is an important role for the University. TAMU did have a Museum on campus that was disbanded & destroyed in 1959 after an State of Texas appropriations bill that said summed up to 'No State-Funding can be used on Museums at Universities'

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How does anything in this section help anyone but the donors? I'm not seeing how creating a new hospitality center, performing arts center, museum, and campus gardens will help or even belong in the same category as retention of undergraduate students. If we really want to help undergrads finish their degrees, we need to offer better resources, particularly where it comes to mental health, by increasing funding to CAPS, not adding a bunch of other projects that will not impact students in any way. I think Recommendation 2 in this section is the only one that will directly impact students, and I think that one is actually something that should be done. If there are hiring freezes in place, it doesn't make sense to build hospitality centers and museums.

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TAMU has seen a great increase in the number of students in the past while its diversity remains less progressive. Thus, an effort to reach out to the underrepresented areas of Texas and surrounding states would be crucial in diversifying the demographics of the students that is more representative and recuperating. Utilizing the campus space to a more friendly spot for the community seems like a good idea that also benefits the members of TAMU.

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I do not like it and do not think it will be efficient effective or necessary.

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Although I agree with the purpose of increasing recruitment of minorities, our focus should not be on increasing the overall number of applicants. We should look for high quality applicants, to create the most excellent student body, rather than simply trying to uphold our spot as one of the largest universities in the country. For recommendation 4, is this not what Aggie Park and Rudder Auditorium are for?

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None, agree with the MTG Report.

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While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

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n/a

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please please please invest in cultural centers, it will make students and faculty feel seen and will provide enrichment for the community

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N/A

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None

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Many people have made several complaints to the [REDACTED] about the many issues that occur. She is very passive about fixing any issues and she just retaliates. Many students fear that will grade us based on her

retaliation, and not on fairness. They expect us to finish the labs even if the department lacks the equipment to provide us. The instructors warn us in advance that there isn't enough or the correct equipment to conduct the experiments, and the instructors tell us the [REDACTED] is the one that knows about the situation and doesn't fix it. This is the issue of the Coordinator. We ask for her removal of her position. We plan to bring this issue to the System Board of Regents if this issue doesn't get resolved. You ask for feedback to improve this system, but the chemistry department is unfixable because no one cares in the chemistry department.

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I strongly support the creation of an office dedicated to recruiting. Compared to other universities, Texas A&M has a poor recruitment system. Their advertising efforts are lacking and the tour is poor. Such an office could truly improve these issues. I would also love to see more outdoor spaces be created on campus, like the garden center.

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The addition of new visual/performing arts departments could have a nice impact on the cultural side of things. As long as this stays separate from the aggie band then this could bring in a good pool of musicians.

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I believe the A&M should offer emergency management as a degree to its students due to the resources which are located around A&M but the resources A&M have at their disposal. With A&M having some of the largest emergency management resources in the nation. With not only the second largest fire ground in the world located in college station and run by TEEX but also having the Texas Emergency Management under your belt it would be easy to integrate into your system. The school could be at the forefront of emergency management thanks to the amount of resources you have in college station. West A&M may offer the degree but the resources they have near the school is lack luster. Few schools offer emergency management in Texas, and only one being UNT offer it to bachelors. As it has been shown that emergency management is a growing field as many current emergency managers are retiring and the job is changing from people who were just in first responders who worked their way up to people certified and studied the field. Currently with the covid-19 pandemic it has been shown that emergency managers play a key role which A&M can tap into, and offer majors and training programs such as for Emergency Management/Planning.

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The students need more individual help with advising in multiple areas. Meeting with students and handing them a flow-chart of general information that is available online is not the individual advice we are looking for.

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I strongly support the recommendation to invest in new cultural centers. I believe doing so would make Texas A&M more attractive to prospective students as currently there is a decided lack of cultural centers in the Bryan/College Station area. This current lack makes the community seem like an undesirable place to attend school.

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I like the idea for having more fine arts stuff. It says TAMU does not have a modern performing arts center to host indoor large-scale events for students and the community, but Rudder has a huge auditorium they use for New Student Conferences (NSCs) among other things. NSCs are the definition of large-scale indoor events. Also, the Bush library is a museum, too. It also says existing TAMU land should be used to create parks and other outdoor gathering spaces, but they're building Aggie Park out by the alumni center.

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Recommendation #4 is very good and very needed. A&M's campus lacks the aesthetic appeal of many other campuses.

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As I am very sure will be commented hundreds of times, restructuring how the current structures of TAMU Diversity and DMS seems to be a stifling practice rather than an aid for underrepresented students. I personally focus on the empowerment of Native American and Indigenous student on campus and fear the students are already being pushed out by the culture that has been constructed to water down the voices of the students that represent the smallest minorities instead of helping and amplifying them. One of the things I think was grossly misunderstood here is that the Commitment to Diversity, Equity, and Inclusion is that we are a grassroots-based university. We have created multiple structures that enable students to step up to the plate and take charge of D&I concepts and ideas. I do believe that Native American and Indigenous students, Non-binary students, and LGBTQIA+ students have been left out in that order of most to least, but we are working tirelessly as a university to ensure inclusion of these people in the dialogue of the University. Native American and Indigenous students hold a very special part of TAMU's history as we sit on lands stewarded and tended to by 7 or more Native and Indigenous tribes or communities, and expropriated the lands to get the University we sit on. Thus, diversity is integrated into our history through the Morrill Land Grant Act of 1862, and diminishing the purpose and structure of the Diversity Institutions at TAMU is a direct attack on how we can retain students and faculty members.

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Please don't do the plan. It's not a good plan. We don't like the plan.

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I have found that both inter university and inter college communications are often disjointed. Not everyone is aware of industry night opportunities, resource groups, and job recruiting resources because there is no centralized information

system besides emailing lists.

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Liberal Arts and both college of sciences have extremally little to provide to each other and generally have different views in teaching styles and grading policies.

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liberal arts, science, and geoscience should not be combined. absolutely WHY. geoscience and science is fine, but liberal arts and science are complete opposites. the class locations are as far apart as it really gets, and so is the coursework. for degree plans, neither group HAS to take many classes from the other college. So why combine? Exactly. There's not a good reason.

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Good.

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Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

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I've never worked with this department in my time as an undergraduate. The fact that its being included in this is honestly ridiculous. It's almost just here so that we might not fill out the next box.

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The idea of introducing a music major to the university sounds great on paper there is more hindrance to placing the program into place. Firstly, the performance minor at TAMU does not allow the actual performing ensembles to count for the minor. For a music major to be in place, the ensembles at TAMU need to be recognized as academic credit in the minor. The Aggie Band also does not gain any credit towards performance in the university's eyes. Additionally, there is a lack of incentive for performing musicians to come and teach at TAMU when there are better music schools in our state. To have a program, there need to be professors tailored to each instrument so growth can be monitored. TAMU does not have a member of the music staff that plays a string instrument but rather, they all play band instruments.

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Good

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These are good improvements, but it sounds complicated for the layperson

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N/A

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Consolidated academic advising would be an immense detriment to students, since advising would be reduced to the function of a "call center." Information about courses and departments and degrees would be impersonal and shallow, since advisors would not personally know the faculty, courses, or requirements, as the advising staff currently does. However, having an office devoted to the recruitment of undergraduate students would strengthen the student body and be beneficial to the university.

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Please don't change anything.

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If this office is to be created, it needs a narrow and specific mission rather than just collecting all the other programs of this University. The creation of an office that handles community outreach and external affairs is good, and it makes sense to include Music Activities and the Children's Center as well as Study Abroad, because these are services that impact the broader community and require specialized knowledge. However, there are some units that do not belong in this grab bag as they will lose their importance. OPAS does not belong in any new divisions. You can take it out of the MSC over my dead body. It has been a student-run, student-led program since its inception and provides invaluable leadership and life experiences for the students who participate in it. In addition, it provides funding for a lot of MSC programs. It is the pride and joy of all those who participate in it and creating administrative oversight over a program that does such good and is so successful under students is overreach in the truest sense and completely unnecessary. As mentioned earlier, DEI efforts are not a "strategic collaboration," they are central to this University's mission and deserve to be fully integrated into the academic structure, not shoved in the bin of other assorted programs. Similarly, International students need some support and attention from the Provost's office to ensure their academic development is centered in their treatment rather than using them as strategic pieces. ISS is already underfunded and underresourced, and moving it to this backwoods division will make it even harder for international students to get the services they need. The proposed recruitment and retention office appears to duplicate efforts being made in the office of student success and other divisions. I do not understand the creation of such an office when that work is already being done, rather uplift the existing offices.

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I'm not sure how I feel about combining BIMS with bio in AgLife. I enjoy the atmosphere at VetMed; however, there should be more emphasis and support for BIMS majors with things like hands-on participation/assistance in the animal

hospitals. I strongly support building the Music Program at A&M. Performance Studies has been pushed out at A&M while the music program at TU is commendable. I would like to pursue a minor in vocal music and would greatly benefit from the new changes proposed.

39.7 percent of Texans are Hispanic or Latino, but only 24.9 percent of TAMU students are Hispanic or Latino. This is a very valid point to make in Finding #2 of Academic and Strategic Collaborations. Conversations revolve around reaching HSI designation percentages when really our actual goal should be to reflect the much higher 39.7 percent. A Latinx Cultural Center and Spanish language recruitment materials could aid in narrowing this gap and undoing whatever factors are causing this severe exclusion and underrepresentation. A Latinx Cultural center should be included in recommendation #4. Spanish language recruitment materials and videos should be added to recommendation #2.

I do want A&M to start including new collaborations I can join.

As long as their current needs are heard and considered, I am fine with the proposed changes.

Each college can show support of each other and possibly aid each other. However, an all out merge is not wise. Why not share ideas and help other colleges implement the best things about one college into the next without combining them.

If we switch advisors around and change for departments, it'll be very hard to get the students what they need.

It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

Howdy, As a current student at the Bush School of Government and Public Service, I take very seriously the report to combine the Political Science and Bush School Departments. First, I agree with the report about the success and positive value of the Bush School. I have been at Texas A&M for five years now, a year and a half have been at the Bush School. The professors care so deeply for student success unlike anything I ever experienced on main campus. Moreover, the culture of the Bush School exemplifies the core values of Texas A&M more than any other department or organization on campus. The potential of the Bush School is untapped. The University would benefit greatly from increased enrollment at the Bush School. Also, the addition of undergraduate degrees would be beneficial to the University because of the caliber of student that could be produced. That being said, to merge the Political Science Department with the Bush School proves too great a risk to be carried out. There are multiple aspects of the merger that concern me. First is the culture aspect. Around 80% of Bush School students enter into public service positions upon graduation. I do not know the statistic of the Political Science Department, but I would propose it is significantly less than 80% of graduates. Second, to merge the two programs would endanger the Bush School of losing the best piece about it, it's professors. Although I do not know a lot about Faculty Senates, I do know that bringing in a whole department of tenured faculty to the Bush School who do not share the same care for students could have an impact on the way the school is governed. Instead of merging the political science department, Texas A&M should foster the development of an undergraduate degree program from the Bush School that would facilitate sustainable growth of the school while maintaining the culture of the Bush School. That may prove to be costly for Texas A&M; so, if nothing else, please be very careful in how programs are merged with the Bush School. Please consider the decades of work that have been put into the Bush School to make it such a unique program. It truly is the most special College in the most special university in the world. Gig 'em.

None

The comments made in regard to connecting the community campus and having the campus community be more reflective of Texas are correct.

Academically we have grants, proposals and so much being done continuously. I There is always work to be done and that work being recognized in articles. There is no way to see around the capacity of not only the faculty but "us" the students. Always reaching higher limits because we LOVE our department. The structure, and everything that comes



with the collaborations between other departments. However, that does not mean that we cannot publish extraordinary data and articles with the great minds of the biology department alone.

I heartily support recommendation 4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. I especially support the creation of campus gardens and a performing arts center.

Texas A&M is a STEM based campus. Students who wish to pursue a degree in theater or music can be better suited to go to campuses that can fulfill their dreams, such as Texas State, or The University of Texas. I don't say this to sound harsh, it's just reality. Texas A&M should not lower its standards to meet the needs of diversity. This is NOT a racist comment. Texas A&M already has over 60,000 students, and lowering the standards is not what the university needs. Take the best of the best, nondependent of the color of skin.

I am in support of an office that focuses on undergraduate students retention and recruitment. This should also serve as another method of voice that allows the students to say what could be improved.

General studies students do not lack interest and are qualified for other majors. I think the problem for a lot of us students are that we had too many academic hours to apply for other majors. I find the way that students were described insulting and generalized without talking to students personally.

Categorizing students into a major that they don't want sounds like it'll reduce admission rates, students in high school are gonna stop at nothing to choose their major, they will take A&M off the list that easy.

This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be its own department.

As a student fully enveloped in the humanities on campus, I think investing in cultural centers would be tremendously valuable. This is something I have wanted since my freshman year here, and as someone pursuing a career as an art curator, I've wondered why our campus, let alone Bryan-College Station as a whole, has so few opportunities to get involved with the arts. However, having OPAS and the art galleries as part of the MSC has been a fundamental part of my college experience. The MSC has opened up really special opportunities for students to be involved in processes in areas that we otherwise don't get exposed to. As a member of the MSC Visual Arts Committee (and now Chairperson), I have gotten valuable curatorial and exhibition planning experience in the Reynolds Gallery. Taking OPAS and the art galleries out of the MSC could potentially remove really special opportunities from students, and the MSC has been a home for diversity on campus for decades. Ultimately, I think the student involvement aspect of OPAS and the art galleries remains crucial, and these opportunities must stay available in the same capacity even if they are moved. Taking Cushing Library out of the University Libraries system seems illogical, given that its primary function is as a library and home for archives. I am also a student worker in the Preservation Unit of the University Libraries, and without the direct connection with the rest of the libraries, they would be separated from preservation and conservation efforts, which would be counterproductive as many of the pieces in Cushing's collections are old and need special care. I honestly believe that every part of moving Cushing out from under the libraries would be illogical.

I fully support Recommendation 4, especially the performing arts and cultural centers. Many TAMU students love the performing arts, but the opportunity to participate or go watch is limited compared to other universities. The arts provide a health outlet to express yourself outside of academics. I believe it will be very beneficial.

I do not agree with centralizing academic advising. I find it so beneficial to have advisors specific to my degree plan. I am provided with so many resources and direct guidance for my plan. I would not feel comfortable having an advisor that is not fully devoted to my degree plan.

I think that the college of Science should remain separate from Geoscience and Liberal Arts

Why? Makes no sense. Get BIMS more advisors.

n/a

Recommendation #2 is great! This is exciting because it would help diversify the student body, reaching underrepresented and low-income populations. Recommendation #4 is very exciting. I like the idea of bringing more cultural centers to Texas A&M in order to connect with surrounding communities. Where will this funding come from? Will this be separate from academic funding, or will these funds take away from other areas?

Tamu should stay and operate the same. No changes.

Grow the Money Education department!

Adding gardens and perhaps a performing art center is a good idea, but an Art Center, Museum, and Hospitality Center seem like big wastes of money. I don't want to pay for these things.

AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

n/a

I like a focus on recruiting and retaining students; this is important. We already are investing in green space and space for the community with the Aggie Park. Wasn't this obvious?

They are in good standing.

Transportation should remain under the purview of TAMU. Companies take jobs to extract revenue from their source of funding, which in this case is students. They have limited incentive to keep costs down. Food quality and satisfaction has gotten considerably worse since the outsourcing and prices, superficially, seem to have gotten no better. Passing the buck is the wrong decision; we should continue to improve on this ourselves. It is excellent seeing the all-electric busses around campus now and we are on a good path.

n/a

Combining the Colleges of Science, Geoscience and Liberal Arts would create chaos for the students regarding advising. Since the College of Geosciences has such a personal relationship with our advisors, there is a comfort and familiarity present. The small family feel of Geosciences would be gone and recruitment for geoscientists would decline. Giving the conditions of our modern world we need more geoscientist, so this combination would have a negative impact overall.

I like the idea of building cultural centers like performing arts centers and museums. I especially think that a museum of natural history would be a really cool way to give life to the archives of artifacts that the school has from various disciplines. However, I don't think it's urgent to build any more parks anytime soon with the TAMU Gardens and currently in progress Aggie Park.

I agree that such collaborations are mutually beneficial to both parties involved and we should show continued support of such relationships.

I disagree, this will affect many students and I think it is very poorly thought out

I agree with recommendation #4, as it would greatly improve the health and wellbeing of students on campus, providing more areas of gathering (which would alleviate clumping at the MSC, Zachary, etc.) and provide OPSA with the opportunity of bringing in newer, top-notch Broadway shows.

I think this is a bold change that in the long run will not improve overall cultural or diversity. In plain speak it sounds like a giant waste of money.

N/A

Option 3 is the best option as it allows better networking and allows the college to grow in popularity and success rate.

Recruitment for undergrad should also reach out to high school students to let them know what classes might best prepare them for specific undergrads

I think your collaboration ideas will not work in practice. I believe that putting multiple departments under one umbrella will only lead to a failure in whole. The departments are struggling as it is. To put them together, would only increase

this trouble.

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REGARDING CONSTRUCTION SCIENCE MOVING TO ENGINEERING: Currently, Construction Science at Texas A&M University is one of the top-rated construction programs in the country. Texas A&M has achieved this by producing students that are ready to tackle anything coming their way in the construction industry. The vast majority of students in construction science go to work for a commercial general contractor after graduation. When working with a general contractor your typical point of contact with the design team will be the project architect, not the engineers. Currently, Construction Science gives a great education that proves knowledge on finance, accounting, management, law, communications, etc. There is a concern that making a move to engineering will alter the core courses that have made Construction Science into the amazing program that it is today. Furthermore, the CIAC is a huge proponent of Construction Science. This is where a lot of our funding comes from and certainly where a large portion of our jobs come from after college as they assist with the career fair every semester. The CIAC historically helps adapt the school of architecture to the ever-changing industry, making the move to engineering has the ability to alter this and could have repercussions. Lastly, a fair bit of Construction Science professors do not have their master's degrees and certainly don't have a doctorate degree. The student body has always believed that this is something that has made this major so successful. Having professors that have true hard-earned industry experience is far superior to having x-years of academic experience. There is a fear that if the move is made to Engineering that the college may steer towards faculty with academic tenure rather than industry experience. Every Construction Science student whether it be past, present, or future will agree that having professors with extensive practical industry experience is far superior to having professors with higher education but lesser field experience. We all hope that Texas A&M will take time to look at all the facts and potential consequences to the school of Construction Science if the move the Engineering is made.

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I am a student in the Political Science Department. I love the idea of merging it under the Bush School of government. My feedback is that I would love that it be done soon enough so that my degree can reflect that it is with the Bush School rather than under the College of Liberal Arts. Thank you!

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I must applaud SI and organizations of their focus. As professor adequacy is not standard in every class, meaning that some professors are better than others, it is good to have a standardized review of material for tests and learning.

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The report fails to specify the sources of funding for proposed investments, partnerships, and offices. Additionally, Texas A&M already has campus gardens. Recommendations for the Office of Sustainability would have been beneficial, as the university's efforts are laughable (public transportation is highly underused and underinvested; there aren't even recycling bins in all of the buildings, nevermind shared office spaces and classrooms).

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Howdy, My name is [REDACTED], and I am a member of the Aggie Class of 2024. I am also a proud student in the Construction Science Department. I would like to provide my feedback in this report about the proposed changes that have been discussed in the MGT report. When thinking about the proposed move of the Department of Construction Science I had a lot of questions as I know several of my classmates had. Would Construction Science become an engineering tract, would we be able to keep all our professors (including those without PhDs), would our head of department change? My classmates and I have been discussing our thoughts on the report circulating back to these and other questions. When I first opened the MGT report and started reading about the changes proposed to Construction Science I was shocked to see how little of the article was dedicated to supporting the conclusions drawn. I was also shocked to see how many students were listed as respondents in the first pages of the report. Out of 500,000 people, only roughly 1,000 students had a voice in this report. Furthermore, I do not know of one Construction Science student who was interview in the preliminary survey. How can this be? When thinking about this topic, I thought about what it means to be a student at Texas A&M. I thought of our core values: Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service. How does this report fulfill any of these values for COSC students? I have felt betrayed over the last few days with the lack of information and transparency that has been afforded to my classmates and myself. We are proud to be Aggie students. We are proud to be in our department. I came to A&M not to blow off and waste four years of my life, but because I wanted to do something with my life. Construction Science has thus far exceeded my wishes in all ways pertinent to my desire to be a Contractor. I have felt the value of my education in ways I know other students at different Universities and Colleges know nothing of. I have seen the application of my skills readily in my life, and I have grown to appreciate even more than ever the Aggie network and its spirit. How does the proposed move value the Leadership exhibited by professors who might lose their jobs if the change happens? How does the change exhibit Loyalty to students who might find themselves in a forced change of major after working for years for their degree? How does this move value Selfless Service to the students of the Construction Science program who came to Texas A&M

expecting to receive what was offered from the program? And how does this move represent Integrity when many students have voiced the concern that COSC numbers are simply needed for the Engineering program 25 by 2025? "The primary mission of the Department of Construction Science is to prepare students for successful careers and future leadership roles in construction and construction-related industries." I have seen this mission at work in my own education while here at Texas A&M. "In our department, we treat students like family." I have been thoroughly pleased with the Department of Construction Science and the skills I have been taught thus far. The program has aimed to prepare me for the workforce and to exemplify the Aggie Core Values. It is true that the program is equal to none. The sheer size of companies who are so readily willing to hire Aggie Construction Science students reinforces this point. I mean no disrespect to engineers or the College of Engineering, but the parts that have been so far the least helpful for the development of my skill set have been those classes in my major that most resemble engineering classes. That is not what my classmates and I came here to learn. The report said, "Moving the Department of Construction Science to the College of Engineering will enhance the educational experience and research potential for faculty and students in both organizations." I, personally, and a large portion of Construction Science students cannot see that being the case. Please take this into serious consideration. Thank you.

There is already a natural history collection, we don't need to create one, just advertise it more, there are multiple art and history displays on campus. Aggie park will create the outdoor spaces that you are talking about and what is Rudder Auditorium if not a large indoor gathering space

N/A

I just want to give a shoutout to College of Geosciences for doing a phenomenal job of recruitment with students. Judy Nunez is the college recruiter, and she is one of THE most personable people in my college. Our college hosts a summer camp for students interested in geosciences at the high school level. GeoX is a week-long overnight camp where you meet current students in geosciences who are your counselors, and you meet faculty in the college. This camp solidified my plans to come to A&M, and more specifically the College of Geosciences. Judy also has an undergraduate recruiting team which I am part of, where we get to share our excitement about geosciences with prospective students and their families. We sit one-on-one with them, which is always a pleasant surprise for the prospective students and families. They typically do a campus walking tour (something I am also a part of), where we do group tours, and then they walk over to O&M and are always surprised in the best way that they get to sit down with the recruiter of the college AND a current student. My first time meeting Judy was a visit to campus as a junior in high school, where I learned about GeoX, and then also got to meet with her and other A&M recruiters at an evening dinner event in Dallas. Judy is awesome, and I want to highlight the fact that she has done a phenomenal job of recruiting whether it be in-person visits, evening events, college fairs, or summer camps.

n/a

The changes proposed in the management report seem as they would do more harm than good. TAMU does a great job as is, on maintaining the cleanliness of the campus, finding and recruiting the students that need to be here, and attending to the needs of its students so one is able to obtain the finest education and achieve excellence through personal growth. I honestly believe with all my heart and soul, all good things go through Texas A&M.

None

There would be no logical way to condense cocsi into COE. The curriculum does not correlate whatsoever and would be the biggest devastation in TAMU history.

This seems odd. Student affairs offices such as diversity inclusion should be under student affairs.

n/a

N/A

I think the COSC department should be moved to Engineering

I believe as a USAR student that this is the worst possible move that can be made. There is also no connection at all between construction science students and engineers. I believe because she failed by having 25,000 engineers by 2025 she is making this move to merge COSC and visual arts into engineering. Then getting ride of my major USAR when I have one semester left to graduate. How will this affect me? Will I have more classes to take? Go in more debt because I

will need to take more classes? Will I graduate later now because of this transition? All around just because you have failed on a promise you made. You CAN NOT take it out on other colleges that are thriving and merge them to engineering to fit your agenda. I can to this school because of its core values. And the first one Respect is being broke by the president by not respecting the college of architecture and COSC. By telling them you know what y'all are going to move/lose majors and y'all can deal with it. That shows no respect to the professors, the councils, and the students in the college of architecture and COSC

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Just saying, we already have a remarkable performance center in the Rudder Complex. Rudder is centrally located and easy to access. Everyone already knows where it is and how to get there. Unless you demolish the building, you'll have to relegate a new performance center to the boondocks of campus. I'd predict this will significantly drive down student attendance at events. As to why you shouldn't just demolish Rudder: have you seen the place???? Its '70s Modernist decor is perfectly preserved and perfectly tasteful. Don't believe me that the dated trappings are still relevant? Look no further than the Marvel show Loki, which brought back '70s architecture and aesthetics to universal acclaim. Rudder is a work of art which deserves to be cherished. The complex is permeated with warm lighting, both natural and artificial, which welcomes guests in a way that contemporary styles could never match. The bold geometries in the Theater and Auditorium present much to entertain the eye during intermissions, and the complex is bursting with fine art collected from around the world. (Side note: can somebody PLEASE publish a guide to all the art in Rudder??? I'm dying to know the stories behind it)

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Please keep the colleges separate. It gives such a uniqueness to the University and allows students to have a sense of home when they're in a college of likeminded people. With being in the College of Geosciences, I have been able to form such close knit relationships with faculty and students. I love how small the College is and gives such a home type feel.

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I especially like Recommendations 3 and 4 of this section. I believe A&M can do even more to strengthen its connection with nearby communities and the state. A&M has the potential to "call to action" a veritable army of current and future students to be positive drivers of change in their communities, in the state of Texas, and in the nation and world at large. I think A&M is already acting on #4 in many great ways with the construction of Aggie Park. I am very excited to see the end result of this project. The incorporation of more natural and recreational spaces on campus as well as the outdoor theatre will be wonderful additions to campus and community life. I believe an Aggie museum would be great as well. I know there are already some museum-like exhibits on campus, such as in the libraries and the Hall of Champions, but not everyone knows about these opportunities to learn about the artifacts and history of our campus. A museum would be a great way to educate future students and visitors and to inspire current and former Aggies. I think it would be neat for part of a museum to focus on demonstrating how Aggies both past and present have exemplified the core values of this university.

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Providing things to do on campus like visiting cultural centers, museums, performing arts centers, etc would be amazing! College Station is great but I know a lot of people who wish there were more ways we could engage in the community and have more places to visit.

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I really think the Bush School should expand and include the Department of Political Science, International Affairs, and Economics. I think that that makes more sense than leaving it because by being in the Liberal Arts School, we have to take an extra creative art or physical science which has nothing to do with our degree. I think being placed in the Bush School is a really fantastic idea for these departments because the majors are more related and should indeed be grouped together. I'm an economics major and I feel like this degree would fit much better at the Bush School because many people already think economics is in the business school, not the liberal arts one.

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I agree that we need a more diverse student body that better represents Texas and the US. However, having an office focused on retention and recruitment would only fix part of the issue. As a campus community, TAMU has a reputation of being racist, homophobic, and very conservative and there hasn't been a lot of action by the admin to fix that. Having a statue of a Confederate general in a prominent part of campus and featuring that statue in our marketing as if it's a source of pride is disgusting. Confederate statues represent idolization of white supremacy, and Sully is no different. Yes, we should have better outreach, but it is pointless if the community is still toxic because that will rightly scare off anyone who was interested. I also agree that we need cultural centers. From a student perspective, it often feels like there's not much to do here besides drinking. The mall is downright depressing to visit, Grand Station is very child friendly, etc. There's overall very little to do here. Anything that would change this and create something that's enjoyable to visit would be nice.

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I definitely agree with the idea of a performing arts center

I respectfully think that there shouldn't be a merger of departments or libraries.

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Make Economics go from College of Liberal Arts to May's Business School. Makes more sense.

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It would be very cool to collaborate with other majors to create art performances...such as with visual arts and instrumental music.

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Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

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Combining colleges is bound to cause issues for departments in that such a huge college is not going to be able to properly oversee all departments. A dean of arts and sciences is not going to have experience in every subject within the college and will have a bias. Centralized advising also sets students up for failure in that centralized advisors are not going to know much about your classes for your major. This would cause advising that could actually be flawed.

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The College of Science SHOULD NOT be consolidated with the college of Arts.

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I fully disagree with the college of geosciences being cut. This is a ploy to prevent studies about climate change. I have lost so much respect for this school.

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Investing in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens should be implemented. Efforts to make TAMU a more friendly campus to diverse students should also be put in place. Being a majority white institution, TAMU often lacks cultural diversity.

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The recommendation to consolidate into four large colleges is alarming and saddening. I desperately urge the university to reconsider the benefits of smaller colleges, particularly in regards to student retention and recruitment, faculty and student wellbeing, diversity, and research. As a geology student in the College of Geosciences, I speak for myself and my peers when I say this will remove the main reasons students come to A&M for geosciences. When searching for colleges in high school, I originally ruled out A&M out of fear of being swallowed up in a large school. Upon touring the campus, the familial culture of the College of Geosciences, the small class sizes, administrators who know you by name and are willing to bend over backwards to help all endeared the A&M to me. What was unthinkable became my first choice. Many of my peers chose A&M solely because of this. By removing this significant benefit, you will be losing a large portion of prospective students resulting in a lower overall caliber of student recruitment regardless of your efforts to better it. Now a senior, I love the College of Geosciences administrators and advisors, having been able to build personal relationships with them that the large colleges cannot boast. If we are merged, many of these stellar administrators will be laid off or overburdened by the addition of many times more students and a wide-even hodge-podge- collection of majors. We here in geosciences can trust our advisors to know us, our personal goals and struggles, and know they will do everything in their power to help. Not so in the other colleges. In the College of Engineering, for example, advisors do not even know the students faces and the relationship is stiff and cold. I have known many engineering majors struggle to get help in applying for classes, learning of resources etc. because their advisors are so overworked. Merging will only exacerbate the struggles of the larger colleges while dragging down the smaller. This lack of support will inevitably lead to higher dropout rates and mental health struggles. Students like me will feel more isolated, not less. We identify not just with the university as a whole, but as a college with its own unique culture that will be lost with a merge. This move will also harm diversity. It sounds counterintuitive at first, considering the College of Geosciences long struggle with diversity. I make this claim primarily in regards to scholarship. Geosciences is a college with lots of funding due to our important research and participation in IODP. We pull in well more than our weight, especially compared to the arts. The college takes a significant amount of grant money brought in by professors to aid in scholarship and facility development. For our professors, it makes sense that this money is taken as it will be fed back to their own students and facilities. If it is shared with the liberal arts, which brings in much less money despite its larger size, the cut of money being fed back into researching, funding earning students in the College of Geosciences will be harshly reduced, resulting in a lasting decline in productivity and therefore income. Scholarship money is already spread thinly in our college as it is, and it is a significant help to those students who can get it, particularly minorities. If we merge with the Colleges of Liberal Arts and Sciences, our money will be redistributed away from us as we are a much smaller number, yet more prolific college. Our scholarships will be reduced further to accommodate this reduction,

pushing poorer students and minorities away from the geosciences when we should be striving for the opposite. Additionally, the merge into a College of Arts and Sciences will hurt the image of our colleges. When I hear arts and sciences lumped together, the first thing that comes to mind is weak science. Is that what we want our university to represent? Prospective science and geoscience students want a college tailored to them and their needs. Think also of the college specific Living Learning Communities (LLC). These, specifically the Geosciences LLC as I was a member and peer mentor of it, strives to welcome students, give them a community of students with similar interests (the geosciences) and teach them things that are useful to know in their fields. An English major wants to learn aesthetic writing while a Meteorology major needs to unlearn that from high school and learn technical writing. Research, job searches, interviews, types of classes are all vastly different. LLCs are able to specially design their courses to best help their specific students. The LLCs and colleges know this and tailor their resources accordingly to best fit their students. This helps both the students and recruiters in promoting our familial image. Loss of high quality applicants could even lead to the loss of IODP, a major source of pride and income in the College of Geosciences and unique to us in the entire western hemisphere. Even risking its loss would be irredeemable damage to our image and recruitment. Art and science are both noble fields, but are too different to reasonably combine. One or the other will suffer as what is beneficial to the arts will harm the sciences and vice versa. Are such minimal benefits as the convenience of a few upper administrators really superior to the wellbeing of faculty, staff, and students? Has a single person wished their college was larger and less personal? I think not. There are other ways to insure consistency of values across the colleges without merging that will not result in lower enrollment, fewer scholarship opportunities, higher dropout rates, worse mental health and community. Reducing spending is no use if it results in an even larger loss of income. Because of my strong love for this college and university, I beg you to reconsider.

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Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

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Combining multiple colleges under one umbrella college is not favorable. Coming from a student perspective, having your own college provides a sense of family and coherence. Taking this away will you not only confuse students but make a lot of the processes we have to deal with ( class registration, advising, tutoring, clubs etc..) more difficult. I STRONGLY urge the provost to reconsider its thoughts on combining colleges.

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"effectively leveraging programs that touch parts of the community beyond the boundaries of the university's campuses" The geosciences inherently possess a unique sphere of influence that unites all types of people. If you want to serve communities outside of those that house A&M campuses there is nothing that unites us more than the water running underground, or the ranch land and farm land that sustains us, and on the very base level, for the people who can afford to travel, geosciences gives us mountains and beaches we travel to on vacations to revel in their beauty and mystery. If you want to engage and recruit students to come to the university and complete their degrees here, insp

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I think there should be more tutoring opportunities especially for geoscience classes where there is no TA and currently there is no tutoring available. Also, more assistance to students struggling and who received a midterm grade warning.

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Recommendation 2 is the strongest recommendation here - I believe increasing the number of applications will make the school more competitive and more highly respected. The size of A&M and current acceptance rate does not demonstrate truly the caliber of students at Texas A&M. More could be done to recruit high-achieving students and students from traditionally underserved or non-represented and diverse groups. Texas A&M could absolutely do more to bring a more diverse group of students to the campus which would benefit the campus community as a whole.

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I cannot express enough much of a downfall combining the College of Geosciences, the College of Science, and the College of Liberal Arts would be to not those within those colleges, but also Texas A&M as a whole. In the report, it is stated "In addition, there should be significant cost savings by reducing three administrative college structures into one and using those funds to support the new College academic and research mission"; however, these funds would not be distributive where donors want them. Meteorology pulls in the largest amount of funds out of all the other Geoscience majors. Our funding allowed us to conduct research on Covid and it is how Dr. Sarah Brooks helped make the discovery that masks were indeed beneficial in minimizing the spread of covid. The funds given by donors to meteorology specifically have funded the lightning research led by Dr. Timothy Logan to new research on how cities are causing more lightning in urban areas than rural ones. We also have worked hand in hand with NASA, the National Weather Service, and the National Science Foundation on projects dedicated to understanding severe weather during the winter and spring months. It is because of our funding we were able to release a code maroon for a funnel cloud forming by the RELLIS campus and heading north towards Bryan. The tornado was recorded as an EF 2. Us being able to see the tornado from the observatory, which is only well kept because of direct funding we receive, saved thousands of lives because we

could see conditions coming together to produce a tornado. The "significant cost savings" would mean lives lost. Having us combined with the College of Liberal Arts would only benefit the arts. It would completely diminish the degrees in the College of Geoscience and Science because it would be easier for the arts to receive a B.S. If on our degree it says "College of Arts and Science", employers will not take it as seriously. Our degree would not mean as much as it does now since having the word "Arts" in front of science completely turns off donors who have a degree in STEM. In the report, it says "This larger college structure creates a stronger advocacy for the liberal arts education at a STEM-focused university" further implying this combination of colleges is purely for the arts majors. We are a STEM-focused university. Texas A&M started as an agricultural and mechanics school. If someone wants a degree in an arts major they can go to a liberal arts school like the University of North Texas or even Texas University. Texas A&M has the number one meteorology program in the country. Outranking Oklahoma University and Penn State. College of Geoscience, but more specifically meteorology, has the most undergraduate research out of any other college within A&M. In case you haven't noticed, the College of Geoscience also has a radar on our roof. The Aggie Doppler Radar (ADRAD) is the only student-run radar IN THE NATION. NWS relies on us to run our radar in times of severe weather because when their radar goes down, we become their last resort. The closest radar is in Louisiana and cannot reach the university. When severe weather happens and we no longer have the radar because we are now the "College of Arts and Science", we will be up the creek without a paddle in sight. Science should only merge with other science. It makes absolutely zero sense to combine us with liberal arts because this will make the STEM side of the "College of Arts and Science" useless. We will lose our spot as the number one meteorology program in the nation. We will lose millions in funding from donors who don't want to support an arts college because they have a stem background. Our research will drop substantially without adequate funding and opportunities will be lost. We will become a laughing stock to the nation for making the worst decision possible. The only reasonable solution would be to merge the College of Geoscience with the College of Engineering. As a senior meteorology major, I can say we have to do the same amount of work as an engineer. We take the same math, physics, chemistry, and coding classes as an engineer. The only thing missing is having the word engineer in our title. If you go forward with this decision, know that it will be a turning point for Texas A&M. Nobody will want to seek a degree in STEM when their college has the word "Arts" in it. You will lose a massive amount of former student donors and employers will look elsewhere for scientists. Preferably ones who graduated from a College of Geoscience or Science. Not one where arts is also in the title.

I believe that by combining several colleges together isn't necessarily a good idea. Combining the college of architecture with agrilife can impact the students. Agrilife and construction science have a bit in common but I don't see why they should be combined since they don't fall directly under each other. Besides that, find fw hilt and staff is way easier when you have more colleges because students know who and where to go.

I am not sure what this is. This semester has been extremely challenging.

None

I think initiatives like 25 x 25 need to be stopped. I understand the need to grow but it can be done without forcing it. First of all, I feel that the quality of education needs to be first and foremost, not just the number of kids that can be shuffled in and out of the door. Not to mention, the city as well as a lot of campus facilities are already overflowing with students. A&M's reputation is such that without special programs aimed at growing student population that water down A&M degrees, it can be done at a natural pace and still see great results.

none

You should not combine anything

N/A

I think combining the Arts and college of science is not a good idea. The college of science and the majors under it are very different from the Liberal Arts majors. One great thing about the college of science is their ability to be more personal with students and seeing an advisor is very easy. By combining those two colleges I think it would lessen both colleges and their reputations

I kindly prompt you to accept all recommendations. Your office ought to improve.

n/a



Most recommendations seem obvious, and I do not know why we were not doing this before.

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N/A

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NA

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The report does a good job in finding alignments based on missions; however, I do not believe that Academic and Strategic Collaborations office can handle such diverse roles, as has been proposed, for two main reasons: 1. No evidence of their capabilities: Academic and Strategic Collaboration is a relatively new office, there is no evidence that the office can take up such diverse roles as has been suggested. 2. Lack of alignment: The group's original mission was to improve TAMU's presence across Texas, I am not certain if it is a strong alignment for TAMU's international agenda.

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Combining the College of Science, the College of Geosciences, and the College of Liberal Arts will be taking away resources from the students and faculty of these departments. Smaller groups allow for more interpersonal connections in the workplace. Putting these colleges together will make the workplace larger and give faculty less opportunity to share their voice and to have input in their college. The same goes for students. The separate colleges also give students a strong sense of identity and helps to encourage specific paths of study for a stronger, more specifically trained force of students to be graduating each year from A&M. For me, being a student in the College of Geosciences means a lot to me. I am able to connect with professors, professional opportunities, administration and more because of the smaller size of my college. I also have a lot of opportunities for research, which would be taken away if these colleges were to merge. The College of Geosciences is currently in charge of IODP, which is one of the largest research groups in the nation and brings the most funding for research to A&M. Having to redesignate this funding and oversight will be detrimental to a phenomenal research program that brings so many people from all over the world together here on our campus and on our expeditions. The reasoning for the combination is to bring stature to A&M, which we already have a lot of! The cons heavily outweigh the pros, and as a student, I would love for my resources to stay strong. Please do not combine these colleges.

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The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

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I believe it would not be beneficial to combine the college of liberal arts, sciences, and geosciences. If I were a high school senior and was wanting to go to university for geoscience, having the official college of my program be College of Arts and Sciences Would deter me from picking A&M. Combining these schools feels like a dismissal of the individuality of each of their programs.

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I would love to see increased collaboration across TAMU system campuses and SEC institutions.

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N/A

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Just remember you are representing the Texas A&M University, you have to adhere to the values, ethics and views of the University' current students and Alumni. Not the other way around. You're not representing the University of Texas or any of their systems

## Academic and Strategic Collaborations - Former Student

Please provide your comments related to Academic and Strategic Collaborations:

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Finding #2: In this area, the report critiques A&M over its "lack of diversity" of student enrollment when compared to the population of this vast state, the second-largest in land mass in the country. It urges that we increase student recruitment efforts to ensure an eventual "balance" within our enrollment that reflects the state's diverse population. That sounds great. On paper. But let's check reality. We should not expect or "demand" that students living the greatest distance away from our main campus travel hundreds of miles to College Station. Nor should we expect all students, regardless of color or ethnic background, to be attracted to an extremely large student population (68,000+) and/or the surroundings of Brazos County, a rural community. Certainly A&M can publicize itself and recruit openly and aggressively in all areas of Texas--inner cities as well as its tiny rural communities and state border towns. But we should not

mandate any numerical percentages of enrollment simply to "match" the census demographic reports of our state or even of our country. Instead, we should continue to push to get the best and brightest students we can, regardless of where they live in Texas or the USA. We must distance ourselves from the empty and indeed harmful rhetoric that declares "all students must attend a university to get ahead in life." Far too many people have built and worked for large companies in a variety of roles as well as built and owned their own small business without having college degrees. Many called upon their training in vocational classes from high school or junior colleges or other community trade schools such as A&M has started at our RELLIS campus to get the education they needed to succeed in life. Not all students WANT to go to college or NEED to do so. I am personally aware of several people who said they felt "forced" to go to a university, regretted doing so, and dropped out with an "educational headache" and a lot of student loan debt. A&M should recruit widely, yes. But we should be sure to provide equal time to showcasing our RELLIS efforts along with our main campus. I do wish to note that A&M already utilizes greatly its Aggie Network in reaching out to students. Many of the A&M Clubs based across Texas donate very large amounts of money and time--often working directly with the A&M Admissions office-- to "advertise" the qualities of A&M and an Aggie degree, and to recruit and reward scholarships to their local students. Any efforts to further our recruitment should be channeled in partnership with these many organizations. Recruiting and promotional programs cost money; using existing clubs and their volunteers could help significantly in keeping these costs down so that additional scholarship funds could be given to hardship students and those achieving excellence in their schools. Recommendation #4: I endorse heartily this proposal. Fortunately, I don't believe A&M has overlooked providing a cultural environment for its students, staff and community. We opened the Rudder Center and its auditorium/theaters in 1970 along with the Stark Art Center in the MSC. The MSC has served as a wonderful hospitality center, as has the Visitors Center in the first floor of the Rudder Tower. Our Campus Gardens project launched within the past 3 years. Thanks to additional donations and funding, it will be expanding greatly very soon. The Sam Houston Sanders Corps of Cadets Visitors Center has served us well as a museum of Aggie history, as has the Cushing Archives. I willingly admit that our explosion in student and staff population requires a broader, bigger approach in this area. The plans for the just-opened Music Arts Center (MAC) included a Performing Arts Center (PAC) nearby, but funding limited this project to just the MAC. The Rudder auditorium and adjacent theaters remain heavily booked almost year-round for mostly academic-related programs. Building the PAC adjacent to the MAC should be a priority. Our Fine Arts groups then should have priority reservation rights for this center in order to host concerts by all of our choral and music groups. I recommend a museum to be built on the West campus. The Stark Art Gallery in the MSC would be moved there along with rotating displays from Cushing Archives, the Corps of Cadets Visitors Center museum, the Association of Former Students along with special selections from all of the departments and colleges of the university. Hopefully enough money would be available to allow for growth of this facility. If curated properly, this building could become as big of an attendance draw as is the Bush Library. The then-empty space in the MSC that was the Stark Art Gallery could be used as additional meeting room space OR the A&M Visitors Center in the lobby of Rudder Tower could be moved to that location. Regardless of what goes where in moving out the art gallery, the Visitors Center desperately needs expanding. BUT, once a new PAC is built, possibly that will take reservations pressure off of the Rudder Tower Theater or Forum and visitor videos could be viewed there.

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Refreshing this important responsibility will be very beneficial.

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I think most of the suggestions in this section have merit. I would say however that while strategic recruitment of minorities & underserved areas is a good idea, achieving enrollment numbers that perfectly reflect the demographics of the state may not be a realistic goal. I also don't think the recent trend "everyone must have a college degree" is healthy, mentally or fiscally, for everyone. The cost of attending A&M has gone up astronomically since I attended back from '01-'08, and luring in a bunch of students, putting them in massive debt, only to graduate with a general studies degree with no real career path does more harm than good. If A&M wants to connect and impact lives across the state I think finding more strategic partnerships or establishing more 2-year and/or vocational training institutions would be the route to go. These offer more affordable & more readily employable outcomes for those in more difficult economic circumstances. Maybe graduation from these could come with guaranteed benefits like admission to A&M into particular majors, good for up to the next 4-6 years or something, so those individuals could gain experience & income working before deciding if they want to make further investment in education.

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This should be A&M's sweet spot. We should push for more interdisciplinary professors! I have endowed 4 (one in each of our four departments).

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To make campus a more welcoming place for underrepresented students, then focus should be on acceptance and

exemplified by leaders doing what is right, even when it is inconvenient or unacceptable to politicians. Recommendation 3 is very vaguely worded and it's not clear what or who this impacts. Recommendation 4 is a good idea.

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How would moving Music Activities out from under Student Affairs affect students who want to participate in music programs purely as an extracurricular activity and not pursue any academic credit through an academic Performing Arts program? Students participating in groups such as Century Singers, Singing Cadets, symphonic bands, and orchestras typically have not wanted to pursue majors in music or performing arts, but rather participate for the pure love of music and it serves as an outlet for them from the rigors of their academics and provides camaraderie. The way the report is written does not seem to take this into account. Removing MSC OPAS from the student/staff/community partnership envisioned by Mr. J. Wayne Stark in its creation greatly diminishes the student development and leadership training that students receive by virtue of the MSC's learning laboratory structure. When procuring the Bolshoi Ballet for its western hemisphere debut in the 1990's to occur at Texas A&M, it was the MSC OPAS student committee chair and OPAS staff that went to Russia and secured that deal. What a valuable learning experience for that student and all the students who then worked to make sure the debut went off without a hitch amidst great national media attention. If OPAS becomes a sole university staff/community entity with limited student leadership and involvement, it will lose the unique tradition and excellence upon which it was founded. Student leadership, involvement and participation in all aspects of the performances and shows is critical and must remain.

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If the College of Science is moved into the Liberal Arts, it would dilute the sciences and tend to lessen the emphasis on STEM education at a time when there needs to be more focus. If that move occurs, I will STOP my support through the endowed scholarships I have given and other support of the university as a Legacy Society member.

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no comment

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This MGT survey was an abomination. Pushing the narrative further to change the campus and overhaul it to be another run of the mill university. What gives Texas A&M its strength, power, and future, are the very things that make us unique. Curious how none of the universities we were peer/compared to are even in Texas. These comparison universities are beneath us, or different entirely, in the same manner as milking a cow vs milking a bull, and the complaining that your milk tastes differently. Cherry picked data to justify hitting Texas A&M with a banhammer and to alter the university, remove its identity, entirely. People say that what we identify as matters, well Texas A&M identifies as Texas A&M, and if you refute that, you're a bigot and are dismissing the lived truth of A&M. Yes the College of Engineering is huge, as it should be. Advising is decentralized, governed by each major, as they should be. You'll never have a one size fits all approach, and trying to shove the university and its respective colleges into a "big box store" feel, as this report would suggest, destroys the very fabric of what makes us Aggies. Trying to shove in 25,000 engineers by 2025 risks diluting down the degrees or simply put, dumbing down the curriculum to pursue more students. Additionally, merging the College of Fine Arts and Sciences, as many smaller east coast schools do, does not make sense nor enable either entity the ability to perform as unique and necessary institutions on their own. If you wish to improve the university, might I recommend cost saving initiatives like never paying for another such a slanted and asinine survey again. Perhaps considering cutting the University Administration's salaries by 10% as well. Speaking of cost savings, DO NOT outsource student on and off campus transportation. The current model makes sense, and such outsourced services at other universities always ends up being more expensive in a matter of a couple of years than any immediate cost savings might hint. You will pay more, get less, and be confused as to why... Why was this even an option? Look at what happened with outsourcing dining services. Pursuing diversity over meritocracy, over talent or the outcome, is a fool's errand. Diversity should be cultivated organically and naturally, not forced and mandated. Diversity is great, but chasing metrics and numbers over anything else and rejecting the notion of assimilation while encouraging the students to celebrate what separates us is not healthy. Change for the sake of change simply to change and virtue signal will not yet results, will not bring us together, and will not continue the ability of A&M to be a natural melting pot. Let talent speak for itself, and let those who wish to join A&M do so freely. The desire to erase campus landmarks to resemble west coast university appeal also does not sit well with me. Remarks about the Corps of Cadets being "too Caucasian" is not only insulting to our diverse group of Cadets but a surface attack on the Corps' rich history and selfless service. Creating more commissioned officers to the US Military than all the service academies combined should tell you that the Corps has the ability to form the talent, respect, and love for each other that is required in a military environment. The Corps of Cadets, and the College of Engineering, are fine examples of successful melting pots creating cohesion and powerful leaders. As they say, Highway 6 runs both ways. If faculty, administration, or students, do not like Texas A&M,

they are free to leave whenever, and can go attend or work for a university more aligned with their emotional support needs. Those who wish to be Aggies will be Aggies. The University has thrived for a century and a half being run the way it is... Forcing us to change to be similar to UCLA or Maryland will destroy our identity. I say this as a First Generation Aggie, who came not from wealth, but a family of poor immigrants, refugees, and poverty. As the first in my family to go to college, A&M represented everything I aspired to pursue and be. I took on tremendous debt to break the cycle of poverty in my family. Texas A&M was the beacon to freedom, and it still is. The desire of the MGT survey however risks undermining that legacy for the Boogeyman fighting game of "equity" and "diversity and inclusion" while throwing out the University as we know it. I strongly believe the MGT Report offers the chance/opportunity/paper thin justification to radicalize and change the University to better suit the political leaning aspirations of those who dislike Texas A&M.

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I concur with the report findings.

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This is a bit out of my lane but my takeaway was the school of journalism should be abolished not expanded. If this were a business(it is) you would close the doors, not throw good money after bad.

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Howdy, My name is [REDACTED]. I am a Construction Science graduate from the Class of 1997. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I start work for Zachry in five short days. I have always worked in engineering when I was using my degree. I worked for [REDACTED]. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards, [REDACTED]

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None

Was difficult to know what collaboration are going on. My son who is now a sophomore has barely stepped out his dorm room due to covid. So this question is vague and inappropriate

Rec #2 - More focus is needed on student retention and successful completion of coursework. Students of lower income (many in underrepresented groups) are at a massive disadvantage in not being able to pay for the outside tutoring services that are required to complete first and second year coursework at a high GPA. A comparison of GPAs for those who avail themselves of on campus tutoring versus off campus tutoring would prove the point of the discrepancy that exists in the "free" tutoring, supplemental instruction and math/science peer support that is included with the University Advancement fees. There's a reason why there is a 50% dropout rate of biology majors and why there are substantially fewer minorities graduating with BIMS degrees. Take a look at the demographics of the University Studies degrees to see where the underrepresented students are pushed. Rec #4 - this is frivolous. If faculty is not interested in B/CS, let them go to another university. A cultural center/museum/performing arts center will do NOTHING to improve the quality of academic life for students (who are paying the bill for these items and for the salaries of sub-standard professors/teaching staff).

Every organization needs to have all supporting organizations supporting the mission and message of the parent organization. This applies across the campus. Anything that attracts faculty and new business to the community needs to be explored.

Academic Affairs As stated previously, I am concerned about the responsibilities that the Provost would have regarding Academic Affairs. I would not want this position as outlined because it is smaller in scope, the problems are ones that often begin long before the university sees a student, and the ability to solve such problems are limited as currently existing in our society. Our Provost, Tim Scott, is fabulous. I would want to change the recommendations of the organization as provided by the consultant before assuming this position. One last item, the objectives of academic affairs should be clearly stated and be consistent with the goal of the university being successful financially and in producing the student A & M defines as a true benefit to the society of Texas, the USA, and the world. We stated the core values he must matriculate, and we stated the student must be able to have a successful return on his college investment with respect to his job and lifetime earnings. The student graduating from A & M must make a positive difference in our world and our society, and for his family and his friends. Academic Affairs must be a positive influence in supporting the student in achieving these goals. On academic and strategic collaboration: On finding number two in the first paragraph, the A&M presence of stating only the states in the Southeastern conference, all 254 Texas counties, and neighboring states is very limited and wrong. It should be to recruit students throughout the entire United States, focusing on Texas, but bringing students in from other states and cultures, as well as recruiting global students, both in undergraduate and graduate school. When they talk about undergraduate students and say the A & M undergraduate student body is not representative of the state's diverse demographics in Texas, the consultant is stepping into an area where A & M excels versus all other schools, and indicates the consultant has not studied his subject matter. Defining number two and the recommendation is poorly analyzed by the consultant. For example, the College of Engineering is number two in women in the College of Engineering student population and we are number two in Hispanics of all engineering colleges in the United States. The only reason we are behind in Hispanics is because Arizona State has more online Hispanics enrolled, but not actually physically attending on campus. As I state later in the summaries, the problem of achieving the percentages of first generation and different sexes and races is related to identifying the real source of the problem. The source of the problem starts in preschool, and then continues kindergarten through sixth grade, middle school, and high school. That is where the problem originates and where one must take steps to correct the problem, at the source. No one ever solves a problem by attacking from the rear. For A & M's College of Engineering to be ranked at the very top for the entire the United States as well as Texas as stated above, and yet the consultant to state the negative statement about A & M as it did, one could conclude that all universities, especially those that have College of Engineering, are all worse than A&M (yet keep in mind that Prairie View A & M is not included in this analysis and yet is 98% black in Engineering and part of the A & M system. This is not an intelligible comment made by the consultant and much of their finding on number two and recommendation is very misstated and represented. We are very proud of the diversity we have achieved at A&M and we will continue to do even better in recruiting to achieve a diverse population in sexes, and race, at Texas A&M as we have in the past. The consultant has not identified the problem. They need to approach it as we do as engineers. What's the given, the required, and what is the solution. You do not solve the solution downstream from where the problem occurs. You must solve it at the source. I believe in finding number four there are many ways to have social activities for the family and children. The idea of cultural centers, museum of our history, are not the sole the answer, but they provide more activities and the

Bush Presidential Library is an excellent example of a major cultural center in CS Bryan that few universities or communities have that was not mentioned. I believe other ideas that would help in the community would be giving athletic tickets to the community such as our soccer team, volleyball team, golf tournaments, track meets, football games, basketball games, etc. We do not have a full attendance at many of our sports, with the exception of football, so there are many tickets to give away. We can do more to give them opportunities there. We have many activities on campus that students and parents alike can attend such as hack a thons, robotics, introduction to Engineering, science, etc. There are many university activities at A & M that high school students and parents could attend and enjoy. We can also recommend selfless service organizations and activities like the big event where we outfit containers for dentist and doctors' offices to send to the islands of the Caribbean and Central America. There are many interactive and selfless service activities at A&M where the local community could participate. I do not understand why the VP of Diversity is shown as a straight line reporting to VP of Academic and Strategic Collaboration. Diversity is not a one person job or one man team. Diversity is a total education and experience activity that must take place in the entire A & M community. A & M needs to be involved in recruiting and organizations like our foundation, working with many large school districts in Texas, and in outreach programs designed to help teach students and let them know about A&M. This can be achieved can be done through the education department, though the engineering department, and other A & M depts etc. all working together. I believe that a single individual, VP of Diversity, shown isolated in this organization chart, is not best organization chart. It shows no responsibility except for themselves reporting directly to the VP of Academic Strategic.

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I would agree with the creation of a new VP for Academic and Strategic Collaborations, especially if this office not only enhances the original function of TAMU's land-grant status, but also strengthens its sea-grant and space-grant designations to improve State of Texas. We must remember that TAMU was originally developed to serve citizens of the State of Texas.

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We need to look cautiously at how we proceed in our diversity efforts (this is coming from a minority). I do not want to see TAMU aligned with our government and mainstream american culture in how we view diversity efforts. The mainstream ideas coming from Critical Social Justice directly conflict with our nation's success through capitalism and freedom - the primary reason why people love living here and move here from around the globe. It is good to have diversity and to pursue it, but to push ideas of victim-hood, white privilege/superiority based solely on race is wrong. There are many people from TAMU that come in as first generation and they have many cultures/backgrounds/upbringing experiences. Rather than having a focus solely on race, I think we also need to look at financial standing of families, first gen families, and those students who do not have strong family roots and come in on their own.

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No discussion of International or globalizing Texas A&M which has been a top priority of the university. Went from having a Chief International Officer in the Provost Office to a new and undefined International Programs office

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Recommendation #1: Continue to incorporate other campus units that fit the mission of Academic and Strategic Collaborations. Agree with the recent additions to this newly established office. I agree with adding the suggested groups to this office for community outreach and relationships. I would encourage the reduction in the overlapping positions of Diversity and Inclusion that are spread across departments. Fewer positions centralized to this area would create focus on recruitment of a diverse student body and not on new ways to segregate students. Recommendation #2: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students If this office is created, prospective students should be recruited for their potential academic success and their desire to embrace the core values of the University. Outreach across diverse communities should be encouraged, but no student should be admitted based on their race, gender, or any other factors beyond merit to succeed at A&M. There is no need to increase overall student applications; that does not appear to be a problem at A&M. Recommendation #3: Sunset community-focused programs that do not adequately serve the needs of the community and establish new programs to best support the shared mission of TAMU and the state of Texas Agree that programs not serving their purpose are eliminated, but concerned about any new programs that would reduce focus on student learning. With a powerful Association of Former Students focused on scholarships, outreach to former students by this Office for any purpose other than recruitment of potential students is a low priority at this time. Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens Disagree with the need for additional centers; we currently have Rudder Tower and the MSC for performances and an amazing TAMU Gardens. There are other more important priorities to focus on.

All of the recommendations made in this section make sense, and I believe would bolster outreach and retention which are critically important.

TAMU is late in addressing the issue of veterinarians for rural areas. Texas Tech is opening a new veterinarian school that addresses the issue. TAMU has been in a position to address the issue and solve the problem for many decades. However, it has had tunnel vision focusing on the urban small animal practice and ignoring the large animal practice.

In my opinion, this is the most squishy section of the entire report. It seems more aspirational than implementational about how reorganization and new offices and structures within the university will actually enhance the profile of the school with the community. For all of the recommendations, I would put a performing arts center, a museum and hospitality center at the bottom of our priorities. However, recommendation #2 resonates with me. We are not fully meeting our land grant mission. For a number of years, I have been concerned with and a better result in our minority recruitment efforts. I wholeheartedly support a proposal for an office that will focus more effectively on the issue and be accountable to the president and the regents. Whatever the structure the real underlying problem needs to be addressed: scholarships. So many bright minority kids desire to come to A&M, get the education and ring, and take advantage of the Aggie network after graduation. But schools across the country give them more complete financial packages and effectively take them away from us. If you have the university commit even more money than what has been proposed in the past two years, the office you desire to create will succeed.

I'm not sure OPAS needs to be moved. I agree minority students should be recruited, but the size of the student population has grown so big that many minority, low-income, and first generation students are intimidated to attend TAMU. They will often choose to attend smaller colleges close to home. Perhaps recruitment should also focus on junior college transfers. I am absolutely against quotas, which would violate the intent of the Top 10% rule, which already limits many private school students from attending. TAMU should focus on education, not parks and museums. These could certainly be town & gown partnerships.

No opinion

Regarding Finding #1: Community Outreach programs is not why A&M exists. This smells like more empire building  
Regarding Finding #2: A&M is already one of the more diverse universities in the nation. it is not the responsibility of TAMU to ensure student demographics are achieved. This track follows the failures of other institutions where we would create degree programs for which no jobs exist, lower the intellectual level of the student body (thereby cheapening the A&M degree value) and worst of all, saddle minority students with heavy student loan debt after achieving degrees with absolutely no value. The gender studies programs that could only be used in Afghanistan comes to mind. That ship has sailed as I recall???  
Regarding Finding #3 & #4: We don't need this and/or it is not A&M's job to do any of this. A&M is already well known. It was famous in the wilds of East Texas in the '60's when I grew up and it drew me in. Communications have improved since then. This is more empire building.

I am a former student with a Bachelors, Masters and PhD all from Texas A&M. I began my association with the Texas A&M University Archives in 1972 as a Graduate Assistant then rose through the ranks to become [REDACTED]  
[REDACTED] I retired as a Professor Emeritus in 2011. The proposed placement of the Cushing Memorial Library under the Vice President for Academic and Strategic Collaborations is a mistake. The Cushing Library is not a museum. It has a few museum items that are typical of donated papers or related to special collections. These are used to help illustrate the various collections. The Cushing Library is a research library that has nearly 340,000 volumes of historical and scientific materials. It also has over 18,000 linear feet of manuscripts. These holdings have been used for over fifty years by researchers to write many books and by countless students for dissertations, theses, and term papers. It has also been an important part of multiple scientific studies. The photographic collection has illustrated numerous books, articles and newspapers. The Cushing Library is a priceless research resource. As depicted in the MGT Consulting Comprehensive Review Final Report, the proposed action of placing the Cushing Library under the direction of the VP of Academic & Strategic Collaborations along with other "enriching and community units" is a travesty! It shows nothing more than a "drive by" observation of what the Cushing Memorial Library is. Again, the Cushing Memorial Library is not a museum. It should remain an integral part of the University Libraries.

I am a former non-traditional student having finished my college degree at Texas A&M many years after I started college. I am also a retired staff member, having worked for A&M for a little over 11 years. I now serve on the board of the Friends of the Texas A&M Libraries because libraries are a passion of mine. With regard to Finding #4/Recommendation#4 in this section, the determination that the Cushing Memorial Library and Archives is merely a museum and thus should be aligned with OPAS, the art galleries, music activities, the Becky Gates Children's Center, and

other "enriching campus and community units," indicates to me that the team reviewing Cushing did not take the time to find out what that library is all about. The Cushing Memorial Library does indeed produce exhibits related to various topics and themes, but the library also houses many special collections, priceless historical materials, thousands of feet of research documents, and, in my opinion, the finest fully restored reading room in the country. To relegate this gem of a library to museum status means having a static items on display with perhaps visiting exhibits, thus destroying the other features that serve the university, surrounding community and the entire state.

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See below.

Dear leaders, Thanks to you for pushing the MGT Consulting Group report out. We will try to minimize the prose in our review and response. First, our careers required management and supervision of personnel. We never practiced the silo method of management but found cross communication as well as upward communication were the effective tools for superior performance. Team work is when the whole team works together. That being said, we strongly recommend communication among colleges at the university level. Each college can bring added value to other colleges. Faculty can come to understand and appreciate disciplines other than their own. The bonus! No intellectual erosion needed! Lifelong learning critical! It reminds us of how difficult the charge of uprooting place bound students to get them to higher ed! I always used the carrot approach which works for all ages. Travel! Now I have some great ideas for this one!!!! Secondly, we do believe the integration of disciplines is critical; we, however, are not convinced that colleges should be combined. Would the result lead to empowerment or erosion of one or the other. Next, Government Relations! No federal focus? The right team on K Street in DC is critical! Creating beauty and the best takes money. JOURNALISM! Mirror UT and Northwestern! Pick their brains and systems. No institution can exist without journalism, theatre, performing arts, art, music...the arts separate man from beast. Re the workforce in BCS, the Austin Chamber of Commerce under the leadership of former Executive Director for Development and Education (Drew Scheberle) made huge inroads with Central Texas districts to train up the workforce for employability. Partnerships with districts! The system was linked with direct to college enrollment. Drew is now in the DFW but is a hell of a talent. On LinkedIn! Almost forgot! David Schwartz '72 knows exactly how Drew worked it! BTW, if a free training/retreat locale is in the CEHD or any other college, Mike and I highly recommend the H-E-B Retreat at Leakey, Texas on the Frio River. On the web! No cell service! No distractions! Focus! Great facilities in a natural setting in a beautiful part of the world! In closing, build the Kennedy Center for Performing Arts in College Station! Build it, and they will come! Then the airlines will be begging for runways! Respectfully, [REDACTED]

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a. Recommendation #1: Continue to incorporate other campus units that fit the mission of Academic and Strategic Collaborations. i. Finding 1: Conditionally agree. Consolidating organizational entities which perform similar functions is usually a good idea, and I agree that it is so in this case. However, MGT talks "Bryan/College Station" as the target audience, then shifts to international students in the same paragraph. Which is it? Are you consolidating functions or muddying the waters? As described in this Finding, this office is essentially a marketing organization with management responsibilities. Will it also be responsible for securing "strategic collaborations" such as the recent one concluded with the Army Futures Command? Streamlining or muddying? b. Recommendation #2: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students i. Finding 2: Disagree. Enrolling students based upon their ethnicity, economic status, sexual orientation, or ANY criterion other than academic merit and desire to attend Texas A&M goes counter to common sense and civil rights. c. Recommendation #3: Sunset community-focused programs that do not adequately serve the needs of the community and establish new programs to best support the shared mission of TAMU and the state of Texas i. Finding 3: Conditionally agree, as long as we focus on recruiting "the best and brightest" rather than the "most diverse" and control spending. d. Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens i. Finding 4: It is not TAMU's job to establish such centers. While they are "nice to have", the return on investment would be difficult to measure and, I suspect, negligible if not negative

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I support increasing efforts to recruit from all across Texas and to have a University that is open and welcoming to any student from any part of Texas. But simply looking at the overall diversity of the State and comparing it against the diversity of A&M is overly simplistic. 1) To know where A&M is missing out on recruiting outstanding diverse students, you have to look first at the pool of college ready diverse students - not the population of the State overall. How does A&M's student body compare to the diversity of the pool of college-ready diverse students? This information is important because it determines whether A&M is missing or not appealing to diverse students who would benefit from attending A&M or whether the problem is with needing more diverse college-ready diverse students. A&M can help



with either problem, but knowing what to do will depend on why the gap exists. 2) The data in the report contains diversity statistics for A&M's student body overall, but if a large proportion of the students counted among A&M's diverse population are international students and not from Texas, the problem of recruiting diverse students from across Texas may be much bigger than it appears now. 3) I support Recommendation #2. As part of the analysis on how to improve diverse attendance at A&M, it will be important to know why college-ready diverse students are choosing to attend other universities. I am aware anecdotally of good students who wanted to attend A&M, but did not qualify under the top 10% rule and ended up going to places like Oklahoma, Alabama, Arkansas because they were quickly admitted and offered scholarships. Some eventually got into A&M Main Campus, but after they'd already gone fairly far down the road with another school and others were initially admitted to other campuses but not Main Campus and didn't want to wait around to see if they could get in to Main. We need to identify, recruit, and communicate with top diverse student targets relentlessly and make them feel wanted at A&M. Much like many schools have "signing day" for non-athletes, a recruiting program that incorporates many elements of what the athletic department does is key. 4) And then for other students, Main Campus freshman year may not be the only (or even best) option. Attending Texas A&M Galveston can be a fabulous experience. Blinn Team is a good bridge for some students. Having an admissions program that really works with diverse students to help them understand the options and figure out the options and best fit to prepare them for success at A&M is a key part of increasing the diversity of A&M. On Recommendation #4, a performing arts center would be a great addition to the community. I'm not sure how useful a natural history museum would really be, particularly as a single-function building. (But maybe there could be a way to turn the whole campus into some form of a "living natural history museum" with audio guides or an app so residents and visitors can experience the area more deeply. I'm not sure what functions a hospitality center is supposed to provide - the Alumni Center and MSC are the key hubs on campus that I view as providing those functions. These are already highly visible institutions. To the extent that something else is needed, I would suggest either leveraging these resources or adding to them. I'm also not sure what more we need in the way of gardens. We already have The Gardens and the new Spence Park (sorry - not calling it Aggie Park, no one knows where that is). Instead of reinventing the wheel on some and adding duplicative gardens, perhaps more needs to be done to draw the community to what we have and to develop programming to engage the community in them.

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The proposed Academic & Strategic Collaborations Organizational chart recommends placing the Cushing Libraries in an "Enriching Campus and Community Units". While Cushing does contain museum items, it has thousands of feet of rare books and is a research library that should remain under the university library.

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Education department's Aggie Term program is very impressive. The problem: one member of education dept staff was extremely late and disorganized in sharing the program requirements in Nov 2021, so my student daughter is scrambling to get all done by Dec 2021 in order to qualify. This staff member needs to be more diligent. SUPPORT the students and share your dept program requirements at the beginning of the semester! Dept controls the info, it's your program. Other staff members shared it to their students properly. I pay you big bucks - please provide customer service.

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The changes to the different colleges seems sensible. We remember when offering Journalism classes was a 'big' deal. I wouldn't be so concerned that students change their majors. How many of us really knew what we wanted to do for the rest of our lives when we were 18?

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STEM and Liberal Arts at Texas A&M need to continue to structure their programs around the traditions and culture of TAMU but they need to remain separate colleges. If Liberal Arts is required to collaborate with STEM, LA will lose the identity that makes it different than STEM. It also sends a message to former and incoming students, as well as faculty, that LA is not as important as STEM. The Arts need to be protected because an academic world without art is a cold, calculated, and non-creative one.

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The words academic and strategic collaboration is the definition of a team profession

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Why are we "reimagining the mission"? Our mission is as a land grant college. It is not social engineering. Still too much emphasis on diversity. It will be difficult to attract students from "every county in the state" when the state is so large and spread out. That is not realistic. Currently A&M strives to provide a significant number if not almost all of their scholarships to working class first generation students. That is extremely encouraging in recruiting a diverse student population. A&M already provides a number of both cultural and athletic activities that attract a large number of retirees to the Bryan/College Station area and make it an attractive place to live. But the school's job is to educate students...not provide facilities that the local tax base has no desire to fund. Often those who struggle to form social connections are partly to blame. There are thousands of opportunities in the local community to connect to others in,

from volunteer opportunities, churches, neighborhood organizations, etc. They should be encouraged to participate in those organizations.

If recruitment, including support for Prospective Student Centers is in organizational roll-up, it is critical that the PSC are better supported if we are improve in our pursuit of diverse student reflective of our state. The PSC's as of late have been languishing due to limited funding, an aging staff and/or high turnover. These are often the "face" of Aggieland in markets that may not have the mobility to visit College Station - in areas full of diverse students. Limited funding will hamstring PSCs from fully taking advantage of TAMU's biggest asset - our former students - who would happily volunteer and help if needed.

☐ Cushing Memorial Library & Archives: Special Collections Library and University Archives. Cushing Library is not only a museum of archives. Cushing functionally supports the academic excellence of our students and the research needs of our faculty along with the Sterling C. Evans Library and shares resources.

Must consolidate and centralize in order to become more efficient and to overcome the multiple units doing the same job for the different units.

[REDACTED]. In 1989 I earned my Bachelor of Science degree in Building Construction and in 2002 I earned my Master of Science degree in Construction Management. I have worked in the commercial construction and industrial construction markets both domestically and internationally. I firmly believe that it was my education at Texas A&M University that gave me the opportunities and firm foundation that allowed me to build my career. The idea of the Construction Department being under the College of Engineering has been around at least since 1988 and possibly longer. Although there are merits to the idea of having the program under the College of Engineering there are drawbacks as well. I am deeply concerned for both the future students and the Construction department if the move to the College of Engineering is implemented. The College of Engineering is well respected in the academic and professional circles. The Department of Construction Science, however, is far and away the most respected construction academic program in the State of Texas and one of the top tier if not the premier program in the nation. There are many reasons that the Texas A&M Construction Science is set apart from its peers including its student base, focus on construction rather than design, broad spectrum of classes rather a focus on a single discipline and its strong relationship with architectural design. The students that choose to pursue Construction Science are not of the same mindset as those that enroll in Engineering. Construction majors are builders that want to be involved in the field, in the daily interaction with subcontractors and trades people. Although they will work with designers to overcome challenges, they do not want to be designers. They are enthusiastic about seeing the projects come out of the ground and materialize into physical reality from 2D and 3D designs. Engineering students have similar passions but tend to be focused on the design itself and finding the best materials and optimizing the design rather than the construction process. The level of detail in math and science are not the same for builders and engineers. The focus on communications, legal knowledge of contracts and labor law and cross disciplinary training in design aspects are all different. The academic focus of these disciplines is different for a reason and the transition of the Department of Construction Science into the College of Engineering has the significant risk of 'standardizing' the curriculum and forcing Construction Science majors to seek other degrees to avoid the intensive math and science for engineering majors that they will never use in their chosen profession. Likewise, they may be unable to select enough contracts and labor law classes to given them the strong background necessary for working with construction contractors. Lastly, the movement of the construction degree into civil engineering would likely focus the degree on civil and structural engineering and leave out the wide breadth of knowledge required in mechanical, heating ventilation and air conditioning, plumbing and electrical building systems that are just as necessary as civil and structural design for construction majors. Although there are certainly merits to the movement of the Department of Construction Science into engineering for efficiency reasons, I believe firmly the move would hurt both students that do not want to pursue and engineering degree in order to become a builder and it would weaken the construction industry as it would lose the best source of well trained and well-rounded construction graduates.

Recognize, build, and consolidate (under a single office) the various leadership programs such as the Hollingsworth Center for Ethical Leadership (the Corps?) and the Public Service Leadership Program (the Bush?). I think there may be a few other leadership programs at various levels of maturity. I recommend a common Aggie message on leadership, a reduction of redundant leadership programs, "cross pollination" between mature programs, and an eye to growing comprehensive leadership studies.

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Mostly agree with recommendations

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PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. My husband and I are Aggies ('91 and '92) and have FIVE A&M Students ( '18, '19, '21, '23, '23) and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of Alvord and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

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There needs to be more conversation in regards to the graduate students. As a former Aggie those resources that undergraduates have is nothing compared to the graduate departments. These students need those same resources and nothing in this report touched on the importance of these students and their academic career.

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Please see General Feedback

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RE: Office focused on Improving Recruitment and Retention of Undergraduates I believe this to be critical to the future success of TAMU! However, one major challenge is the "top 10% admittance" requirement imposed by the State of Texas on public institutions. If this office is created, perhaps one of their primary focus areas should be understanding the impact of this state requirement and, perhaps, requesting an exception to lower that number in order to accommodate the goals of the university (similar to UT, who has received this exception for years). RE: Invest in cultural centers This should have been done years (decades?) ago...

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The idea of centralizing academic advising is a bad one. Advisors need to be within departments. Advisors need to know a department; not a class catalog.

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Consolidation the externally-focused, partnerships with State and community and those university units who do this makes sense. Cushing Library & Archives, however, is much more than a museum. Yes it holds many of TAMU's precious books and artifacts, and I believe sharing these treasures outside of TAMU is needed. However, the core competencies that Cushing provides are 1) the use of these artifacts in educational study across all TAMU college units and 2) the facilities and knowledge to maintain and protect the treasures and to teach/collaborate with other college units to maintain their collections. There is strong staffing and orientation integration with the Evans Library which will be lost with a separate management structure for Cushing.

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Arts and science makes sense. Not sure on the visual arts reorganization. I see it in engineering, architecture, and business to promote what the firm does, however I am not sure about dance and performance in a land grant school that is heavy in STEM.

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One of the main reasons I wanted to provide my feedback is to address the lack of diversity at A&M. I think this is one of the few areas where we as a university fail. I think more engagement with the local community, as well as the state as a



whole, is necessary to facilitate growth of a diverse student body and faculty. Recommendation #4 of this section particularly stood out to me. I have been to other universities in other states and this is one area where A&M is severely lacking. It seems like only football and the Corps are our culture. I don't have a problem with either but I feel it's a hinderance to not invest in other forms of culture. There's no reason we cannot have a state-of-the-art museum of history, art museum, performing arts center, and more. At other universities, these institutions are a driver of community engagement and university recruitment. I would love to see this as a point of focus in the future.

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It appears one of the main theme's in this area is to better match our diversity with the changing demographics of Texas and make more of a focus on recruiting in underserved communities. Diversity is important but it shouldn't be done at the expense of lower standards to enroll at A&M or just to meet an ineffective quota. All recruits should meet the same criteria to be accepted into Texas A&M. Furthermore, education should not be taught that encourages separating or dividing students by race, gender, or ethnicity. We learn more together than apart. Regarding the proposed org chart, why is the Diversity Leader a VP when all others under the VP Academic & Strategic Collaborations are an Assoc. VP or Senior Assoc. VP?

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Would definitely be glad to see an improved focus on university and community interaction. As one of the largest employers in the state, the university should take an active role in providing positive images, facilities, programs and benefits to the social fabric of the local community. Recommendations presented here of improving recruitment and retention of undergraduate students in addition to investing in cultural centers are excellent. While natural history museums can easily be filled by university programs, an Aggie museum would showcase in one building all and varied aspects of the university and could be used for recruitment, group activities, educational pursuits, gameday activities and exhibits from around the world.

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None

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No specific comments.

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Finding #1 - Okay, however, "community outreach programs " and the like is NOT why TAMU exists. All of this effort should be WAY down on the priority list. Please do not let this office beat their chests too demonstratively. Finding #2 - I completely disagree with the need for this finding. It is NOT the responsibility of TAMU to make sure these student demographics are achieved. In my opinion, too much of this practice, such as creating degree programs that lead to no jobs in the real world, will water down the intellectual level of the student body and cheapen the value of a Texas A&M Degree. Finding #3 - Okay, but do not let the \$\$ and self-aggrandizing for this get out of hand. Finding #4 - NOT TAMU'S JOB TO DO ANY OF THIS.

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An office of Academic and Strategic Collaborations would be welcomed, although the scope seems to be rather broad. We do need to promote community involvement both to let the communities know what TAMU is able to provide in terms of graduates and services and to be fully informed of what the communities of Texas need from TAMU. One of the major challenges that TAMU has continued to struggle with is student body diversity which can be addressed through Recruitment and Retention. While the school seems to be making progress with Hispanic students, there are issues with traditional Hispanic families being wary of sending students to a location as far away as College Station, particularly in the case of women. It seems appropriate to assure prospective students that we are willing and able to provide the necessary support to prospective students. In the case of Black students the existing enrollment level does not provide an environment in which there is a sense of community. In many classrooms it is not uncommon to have one or less Black students. We are likely to continue to meet headwinds until such time that we are able to come closer to the statewide population of such students. Perhaps it would be appropriate to create a collaboration with Prairie View A&M to provide opportunities for transfers to TAMU to promote degrees that may not be fully served at Prairie View or other traditionally predominately Black colleges in Texas. I am also aware of limited situations in which students struggle financially resulting in impaired academic performance and drop-outs. It may be possible to create specific minority based financial opportunities. A new performing arts center would be welcomed as well as (potentially) a museum. However, funding for either such facility may be difficult to obtain. In the case of a museum of natural history, I have long been associated with the Houston Museum of Natural Science and would be willing to attempt to facilitate a collaboration in the event that TAMU is interested in such an endeavor.

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Approve these changes.

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Na

I think the recommendations offered in the report make sense for this as well. Recruitment should focus intentionally on the best chances at a diverse student body. Additionally, however, TAMU should think about implementing some caps on the size of incoming classes, perhaps by negotiating with the state on automatic admissions standards so that they have room to decide admissions for more students based on more than their place in their graduating class. The BCS and the campus cannot sustain the constant growth, and top 10% rules leave little room for intentional growth. Creating gathering places, including arts centers, is a great idea! Major universities in other states have these things and they only serve to enhance their communities as well as tourism.

Renewed focus on student success is a win. Changing majors is ridiculously cumbersome. Academic counselors are not all created equal. Why do we think 18/19 year olds know their career path?

I support greater emphasis on campus and community engagement and the overall recommendations.

None

You mention retention of Undergraduates, but there are no action items describing how you will do that. It just talks about finding more diverse undergrads.

The suggestion to move ARCO and VISUALIZATION out of the College of Architecture is a setback "to the way it was" of more than 50 years. The built environment is made up of many facets and Design/Landscape/and Construction was the genesis of the present College of Architecture ever since the move from the 4th Floor of the Academic Building to the current site of buildings. The profession of Architecture has changed drastically from the days of a stubby pencil and blank paper on a drawing board. Today's designs prepared for construction are all done in CAD - computer aided design - thus the formation of the Visualization program which is Computer Aided Design on steroids. Even the profession of Architecture has bridged the used to be chasm from Working Drawings and Bid Documents by inserting a piece called "construction management" which really is to provide a watchdog on going over budget and requires the oversight of design through construction. To separate these fields into separate colleges defeats the purpose of teamwork and oversight. In addition, the current trend to "fast track" design-construction makes the two disciplines even more needed to team and work together. While there may be some ARCO focused people who want to obtain a PE, it has been my considerable experience that even with a construction background the road to a real honest to goodness recognized "profession" is still getting a license in Architecture. The same might be said of Visualization as every firm now bases it's drawings and drawing files on computer aided design. Every young intern starts in an Architecture firm on the bottom step of the licensing ladder - which requires CAD skills or that person will never advance toward licensing. As it happens, I personally have an ARCO BS degree and a Master of Architecture and am licensed in Texas #5862 and the NCARB 21,115 and in addition am a licensed Hospital Administrator because the design field of "HEALTHCARE" is my specialty. Granted there may be some in VISUALIZATION that choose to be in Performing Arts - and if so, let them choose that as a focus of interest as they started thinking they wanted to be Architects in the beginning.

Could be beneficial.

As a graduate of the Construction Science program I have concern about moving the program to the College of Engineering. The College of Engineering is focused on the "design" of structures. The graduates of these programs offer their talent to the world by creating the blueprint for how structures are built. The Construction Science students take this blueprint and construct it. Although these processes transition from one to the next; the type of mindset to create each is vastly different. My concern is too much of the theoretical math from the College of Engineering will intrude and limit the ability to teach the process of what it takes to actually build these structures. As a first generation college student I went to Texas A&M as a Civil Engineering major. I never really found my path. Civil Engineering was the closest thing I knew of to what I wanted to pursue as a career. Once I heard of Construction Science it was like a whole new door opened that allowed me to flourish. My grades went through the roof, my career has been amazing and I owe it all to my time in the Construction Science department. My oldest son is set to graduate in May of 2022 in Construction Science. Please continue to let the program evolve and grow but do not change it from it's core principle of focusing on the management process of construction. [REDACTED]

I agree that TAMU, a land grant institution, must serve in the best interest of Texas and Texans, not just focus on its own benefit. Enhancing communities where it has a presence will also raise incentives to aid recruiting and retaining top faculty and staff.

Texas A&M should promote its programs to attract students representing all Texans. The goal should be to make more

students across Texas aware of the educational opportunities and to provide information on how to gain admission and finance their education. Prospective students need to select an institution which fits their goals and in which they feel camaraderie with the community to be successful. If these criteria are met, Texas A&M should not overly worry if the student body does not exactly match the ethnic make-up of the state as factors such as students wanting to remain in their home communities are outside of the university's control.

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I like the plan to refocus and enhance operations

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The Journalism degree should be kept under the department of communications as the two disciplines provide complimentary instruction for students wishing to pursue promising careers in media, advocacy, public service, and corporate affairs. I fear the lack of a focused journalism degree will diminish opportunities for students wishing to pursue such a major at TAMU and look to other schools such as UT or UH that have dedicated journalism programs. I minored in journalism and went on to attend the Bush School where I graduated in June of this year. I find my journalism background very helpful in my career as a Public Policy consultant where I worked with tech firms such as Salesforce, AWS, and AT&T to build out their government affairs framework. The practitioners, professors, and administration within the communications department are well-versed in curriculum related to media, communications, and journalism and, I believe, the best to be teaching the subject at this university. Please keep the journalism degree under the department of communications so students can receive the top-tier instruction needed to pursue the career of their dreams.

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I want to see stronger collaboration with Prairie View A&M University in all genres for students of color inclusion.

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Collaboration and communication is key to success.

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Architecture and Planning and Design of the Built Environment are Increasingly Collaborative (Planning, Visualization, Building Architecture, Landscape Architecture, and Building Construction) and if anything Visualization and 3D Design need to be reinforced and eroded by removing visualization and putting it into a Performing Arts school - it is a technical profession.

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The continuation of a misguided diversity agenda. Please see other comments above. This following position is an issue: "The pool of applicants for undergraduate students is currently not representative of the state's diverse demographics. Texas is the second-most diverse state across a variety of metrics and fourth-most culturally diverse. Texas is 12.9 percent Black or African American, but TAMU's Black or African American student population is only 3.7 percent. Likewise, 39.7 percent of Texans are Hispanic or Latino, but only 24.9 percent of TAMU students are Hispanic or Latino. The university's land-grant mission is to serve all Texans and providing opportunity and access to working-class families and first-generation students is essential to fulfilling that mission."

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Finding #2 in this section is merely another installment of the same misaligned priorities that I have commented on in other sections. It is an embarrassment that the authors are so brazen in their attempts to argue for demographic parity between the general population and the student population at Texas A&M. No intelligent person could argue that different people (and different groups) can display different preferences; a school, its culture, its educational offerings, its location, and any other number of components may appeal to particular people and deter others. That in-and-of itself is not a negative, and for the authors of this report to assume that a difference in the racial makeup of Texas A&M's student body as compared to the general population is something that must be 'fixed' is an affront to the mission of the school. Texas A&M should pursue the best and the brightest individuals as potential students (regardless of their race), hold them all to the same standards in terms of admittance & matriculation, and serve as a shining example of what can be accomplished when a university truly lives out the credo of color-blindness. Finding #3 and its associated Recommendation & Rationale are so non-specific and nebulous as to be impossible to take definitive action on. My impression is that this is a roundabout way to increase A&M's community involvement in areas outside of the Bryan/College Station region. While well-meaning and worthy of consideration, Texas A&M already provides incalculable benefits for innumerable communities by doing what it does best: producing highly educated citizens of outstanding character who (eventually) leave College Station to improve other communities on their own. To add additional responsibility on the part of Texas A&M to take direct action in the affairs of far-off communities would be short-sighted, draining valuable resources from the university and adding additional layers of institutional bureaucracy, the same type that the report's authors seek to minimize with their extensive reorganization of the Provost Office. As relates to Finding #4 and its associated Recommendation & Rationale, the author of this report apparently values different missions from those that have traditionally been A&M's strong suit. Texas A&M University is not a performance arts

school: we focus on real, tangible, concrete issues that face humanity & society, and dedicate our efforts to addressing said issues. As a non-academic pursuit/hobby for students and faculty, by all means allow interested groups to use existing facilities on campus to share & express their artistic endeavors. But I (and many other Former Students) are resolute in stating that our donations and other University funds should NOT be spent on developing "... a modern performing arts center to host indoor large-scale events for students and the community." As relates to the org chart used after pg. 23 of the report, I reiterate a previously shared sentiment that the lead diversity position on campus should not be at the VP level. A&M's diversity stems from attracting the best & the brightest students from around the country and the globe, without focusing on a particular racial or ethnic makeup of the student population.

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I think creating this "bucket" is an inspired and inspiring concept.

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Uninformed, so no comment.

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I found this topic misleading in relationship to the findings. Regarding diversity of students vs the state population, I feel the study researchers and analysts do not understand the current state legislative restrictions of admission into the state universities -- particularly the University of Texas and Texas A&M. Also, this issue is compounded by the current deficiencies in the state's elementary schools, middle schools, and high schools -- particularly in large metropolitan areas. I AM GREATLY CONCERNED that the study did not address the gender imbalance in various degree programs. I recently was the guest speaker at a graduate degree class in the Texas A&M Department of Agriculture Leadership, Education and Communications (includes agriculture communications and journalism). There were 24 students in the class -- 23 females and 1 male. Later that day, I spoke to an undergraduate class of agriculture journalism students. The class was over 70 percent female. The instructors indicated that this was a university-wide trend. A recent nationally syndicated article by Kathleen Parker (The Washington Post) points out that this is an issue of national concern. This study, and future studies, needs to address this issue.

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N/A

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As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments. Not only would it be horribly inefficient for all of these departments to duplicate their courses, but silo others within funding efforts.

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Isn't Aggie Park addressing some of the issues?

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Agree with all recommendations except the divisive race-based metrics. Undeserved rural and urban students should be reached but emphasis on actual racial makeup categorizes and marginalized students. Emphasis should be placed on the unity of the Aggie family and not the differences between people's melanin levels. I highly agree with Recommendation #4!!!

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Academic collaborations are the only pathway to the understanding and resolution of the enormously complex and interrelated problems of contemporary life. The focus on administrative control and efficiency will only serve to conflict with the need for academic collaboration.

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Focus on fields of study that tie to real world jobs and opportunities for the kids.

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I like the idea of collaborating with resources in the towns of the various branches of TAMU. I am greatly concerned with the recommendation to have TAMU mirror our state's ethnicity. Texas A&M should be open to EVERYONE who qualifies and it is. We should be looking at the quality of student and the skillset they add to the TAMU Community. To look at the color of their skin is racism in its purist form. Once a new fish sets foot on the campus of TAMU the only color they see is maroon and we unite under the Aggie color and pride. We need do not need to recruit anyone based on color, creed, ethnic background or sexual preference. Entrance should be colorblind. This is has been my biggest disappointment in my school, that they have insinuated this Diversity, Equity and Inclusion into what should be a colorblind society. Come on Aggies, we can do better. We all bleed maroon !! With respect to spending money to develop cultural arts centers, I think that should be left to the cities of Bryan and College Station. Given that studies have shown such development draws more people/teachers to the area, those cities should invest themselves in this. It's not A&M's responsibility to create these centers. It's not what we do.

Each of the recommendations has the common theme of consolidate & centralize power and control. There is no explanation of the criteria by which old programs will be eliminated and new ones created. For instance, one of the most important community partnerships is through the Agrilife extension office. Would this office be brought under the Academic & Strategic umbrella? Who in the A&S office would be qualified to advise the Agrilife office about it's operations?

The changes discussed here were very exciting. Especially those focused on getting a diverse student population that looks like Texas.

Some of the suggestions may be worthwhile, and I am not sure I am qualified to judge. TAMU has been evolving for years. Part of TAMU and its history relates to its land grant status and charter for service to Texas and its citizens. Much effort has been put in the last years to become world class. I would like to think that the leadership of TAMU can choose wisely as to the adjustments that need to be made without sacrificing that history. We have progressed to a strong position as a university, and I would hope that we can continue to enhance the vision without losing the flavor of the school.

Having worked at large organizations (United Technologies, Monsanto, BP Refining and at a Department of Energy physics research Lab) and it may have been an artifact of my particular field - occupational health but I found, over 45 years, the theme of collaboration to be very difficult to achieve while working very close to extremely diverse co-workers. While it sounds great, this is another fuzzy objective but is a current buzz word that everyone buys into.

Recommendation #4 sounds like a wonderful idea - to have a museum for all the artifacts on campus would be a great opportunity however, it would take the allure of wandering into buildings on campus to explore but it would create a space for students to know where everything was as well as the community and allow for further study. Having somewhere for events would be good as well so that all events would be in one centralized area instead of events being piled on top of eachother and students/staff having to find a way to maneuver around said events. A modernized performing arts center would definitely allow for more upscale events though it would take from the charm of having a performance in a historic place.

None

I do think that several of the recommendations for Academic reorganizations were on point. I disagree with the report in comparing other colleges Liberal Arts programs to A&M and wanting A&M to be more on the front line of a Liberal Arts College. We are known to be a more science, engineering and agriculture university. We do not need to shift to become a Liberal Arts University.

Again, the most important thing about a student coming to Texas A&M should be there burning desire to be an AGGIE and hold the Core Values. I'm all for recruiting from different communities as long as the goal is to have students that WANT TO BE AGGIES! We do not often get the best character in students who come to Texas A&M because they got the best "offer" from A&M, as seen by many photos posted to various social media over the last several years. When you recruit students who are looking to have the best deal vs. the desire to be an Aggie and what that means, you are recruiting to Texas A&M in the wrong way.

Liberal arts and Sciences need to be separate departments. LA deals in subjective reality while the sciences deal in objective truth. Their perspectives on reality couldn't be more opposite or incongruous. Sciences deal in research that is funded by corporations that liberal arts has no way of relating to much less has any business courting for funding. Support for science students will be undermined by this maneuver and the future of sciences at this university will be compromised and eventually cease to exist.



I find the concern over the number of undergraduate applications entertaining. TAMU has more applications than it needs. If the statistics of entire pool of applicants is not representative of the US population that is a problem for recruitment not solved by adding sheer numbers. The recommendation for more parks is also odd. TAMU just added garden space near AgriLife and is redoing Spence Park now. And having attended school at TAMU and then returned 10 yrs later to live in College Station and raise a family, the city needs performing arts space and museum space, not campus. The city is very college centered and everything requires access to campus and parking is a problem. There is also the issue of not wanting your children to be in the same area as drunk or rowdy college students (Northgate or Eastgate) The "city center" development on the south end of town near Graham Road will be much more attractive to families. Cost of housing is also pushing young faculty to Bryan or as far away as Navasota.

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Recommendation #2 - No. We have a good process in place using the top 10% of high school students and then the review or other admission processes to be admitted into A&M. That 10% is not gender or race based in any way, nor are the other admission applications. If the child has the grades and the standards, they get into A&M- period. To try to adjust the numbers to "increase minority recruitment" is not necessary. A&M is very diverse and we allow those with the grades and standards of A&M acceptance into the University. We also don't need to "increase total applications" as the school is large enough to be a well known University but small enough for the students to get the small-town feel of campus. Do not turn A&M into u.t.

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No taking away from college a ag

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I like the ideas of having a combined College of Arts and Sciences and moving visualization out of architecture. I've had a hard time understanding how that fit.

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I support the findings and recommendations of MGT.

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Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

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None

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Public universities in Texas have different demographics in their enrolled students vs the demographics of the state, because the K-12 public education that prepares a student for a 4 year university such as TAMU is simply not getting the job done, especially in the inner cities and rural areas of Texas. The University of Texas has demonstrated just how challenging this is, as they have led the state historically in trying to recruit minorities and immigrants decades ago. They are still not there in matching Texas demographics. There are many challenges and the challenges will increase as local districts argue content in classroom, but in 2021 those arguments are far away from the 3 R's of Reading, Writing and Arithmetic (measured along with other metrics by SAT and ACT ). Using your minority groups mentioned--You cannot have TAMU student outreach/recruitment directed at recruiting for the narrowed sole focus of a match of 12.9% Blacks in Texas to 12.9% Blacks at TAMU or 39.7% Hispanics in Texas to 39.7% Hispanics at TAMU. The biggest goals must reside in improving reading, writing and arithmetic in K-12! The improved processes in K-12 will yield the desired results in enrollments at institutions such as TAMU in the years to come. Until Texas public school districts can prepare public school students OF ALL RACES for the rigor of 4 year public institutions, this is going to be a challenge for TAMU unless TAMU lowers standards for admission. Additionally, as one population tries to match demographics of another population, the goals should align as a minimum. With Texas dealing with an influx of migrants from several different countries and with multitudes of different motives, the state's goals may not match any of the public university's goals for the next decade. Texas public ISDs have a huge challenge ahead in education of K-12, starting with speaking English. Matching demographics of a higher education system JUST to match demographics of a state make little to no sense when the state is far behind in K-12 education compared to other states around the country. Texas needs to figure out how to better prepare all students at all levels that will allow them the opportunity to choose a 4 year college and actually be ready for that. I've tutored every grade level of math from kinder to college calculus. Our Texas public schools are still lagging behind in how best to educate all students. That topic begs for complete collaboration between TAMU's VP of Student Outreach/Recruitment and VP of Community Impact. Finally, I'm in favor of cultivating art and culture in BCS to attract and retain people to BCS area. Before this retention can happen, as a minimum, A&M must wake up to the drug activity around the area that is directly connected to our student body and impacting our university and those who choose to move there and stay there. Local news outlets have reported for the past 2+ years the drug dealers being caught and getting a hand slap, and these dealers are rarely born/raised in BCS. They are coming to BCS to prey on our 60,000+ students at TAMU. My hope is the university is working with local law enforcement and the Brazos

County judicial system to encourage more arrests and stricter penalties so that this will stop. BCS will need to gain a reputation among dealers and users of stiff penalties if caught so these dealers will go elsewhere.

More resources should be directed to increasing the diversity of the student body to more accurately reflect changing demographics in Texas. Additionally, partnerships/ collaborations should be made with either the private sector or maybe other universities that are in the larger urban areas of the state. Or allow students to enroll and attend courses remotely. Almost no students stay in College Station after graduation, nor does College Station offer opportunities for internships, etc. in most professional fields. Maybe if TAMU was to have more opportunities for undergraduates to study in Houston, Dallas, San Antonio, Austin, etc. it would demonstrate that Texas A&M is "connected" in the state's urban centers and attract students from more diverse backgrounds that are looking for a more well rounded university experience.

I concur with the report recommendations.

Recommendation #2 doesn't make much sense. Of course we want to recruit the best students, but adding out of state recruitment would be more effective. Instead of the mindset of, "Let's target specific demographics in Texas, mainly minorities to make ourselves feel better about inclusivity.", I'd recommend increasing out of state recruitment to all demographics. Fact is, there's only so many high quality students in Texas and ATM is already a major consideration for them. Trying to dig into this demographic or that demographic isn't nearly as effective as opening up the possibility to out of state prospects. Recommendation #4 doesn't seem to offer enough benefit for the costs it would require. I've never heard anyone in College Station say, "Man, I really wish we had a performing arts center!". The university offers tons of activities for families and older adults. I feel this recommendation should be that our existing facilities, like Rudder, be leveraged to provide more shows and performances. What type of "museum" would actually benefit the community enough to justify the costs? We have an amazing presidential library, a GI museum and probably more that I'm not thinking of. As far as parks and outdoor spaces, I have yet to see a campus that comes anywhere close to the number of outdoor spaces to enjoy as ATM.

I think it needs to be modified. I agree with the need to be more efficient and with a large organization it seems necessary to make it a more coherent, centralized in HR, etc. I'm alarmed by office of inclusion frankly. When thousands of kids want to attend the business school and you are turning them away, it's a problem. We obviously need to increase the business school. More professors, more students, more classrooms. When you have former students like me with their kids attending competitive high schools being turned away from A&M that's a problem. My son got a 35 on the math section of the ACT and did not get in to the business school. He missed top 25% by 3 people. He placed out of over 30 hours. He's attending Baylor, getting a double major with finance and accounting with a masters. He would have attended A&M. With all due respect to Secretary Gates, not considering legacy status is wrong. My husband and I are both Aggies.

To my comments above - please continue initiatives to recruit and attract professors and lecturers with real world industry and commercial experience. The Aggie network of Former Students is FULL of highly successful professionals and executives from all industries. We would be ecstatic to contribute to the strategic alignment with our industries and companies through Boards or initiatives like Professors of Practice where our experience could not only be leveraged, but our passion for Texas A&M could be a true force multiplier to promote and align the great talent and initiatives coming from TAMU. Harness and leverage this better. The pure, brilliant academic professors only impart a small piece of the education required to jump-start, accelerate and sustain the success of our beloved Aggies once they enter the workforce. Consider my comments as willingness and an offer to help this initiative personally!

It seems to me that Academic collaborations and (university) Strategic collaborations are, and should be organized as, two separate structures. The purposes seem different to me. Academic collaborations should exist to share development of the student/educational experience. Strategic collaborations should exist to share the university's research, strategic engagement, and development accomplishments and opportunities, enhancing the reputation of the school in non-academic pursuits. These functions may benefit from intermittent consultation with one another about strategic direction (if it aligns), but should NOT be under one larger umbrella.

Who will lead this effort? It seems to be a made up org that all departments are placed that the consulting firm didn't know where to place them. How does diversity fit? Why here? Where will the budget come from?

N/A

I agree with the recommendations in the report.

I graduated from the college of architecture with a bachelors in Urban and Regional Planning. Our graduate program is accredited but the undergrad program is not...It's been 3 years since I graduated and still no word from college if the program would get accredited. It's a struggle trying to get certifications due to this.

Since this is newly established, in Sept. 1, 2021, this structure seems much too bloated and should be developed over time, not dropped as lump without more discussion and thought about the activities. So it is hard to see how many people currently report to the Academic & Strategic Collaborations position. There needs to be care in not increasing overhead/people or a lot of new positions.

Centralization of some departments should save money and make all departments more efficient... but please take your time in the process. A knee-jerk, ill-thought-out action in the centralization process could take years and \$\$\$ to fix.

#4 as it relates to engagement of the community and building and offering more community-wide events on campus.... I do not see this as the University's responsibility. I think TAMU does plenty for the B/CS communities and that is easy to see to just about anyone who lives/works there. As someone who was born in Bryan, TX when my father was a Masters/PhD student at TAMU, to being an Aggie myself, and now having an Aggie student I fully expect that anything within the arts/cultural area that comes to campus should first and foremost be of interest and marketed to TAMU students. They should have first rights at tickets, at free or reduced prices. I worry about student safety with such an open campus and encouraging more people who are unaffiliated with campus to campus for things like concerts, productions, etc. It is absolutely within the realm of possibility that should TAMU build more spaces to offer these types of events that people would come from hours away taking up hotel rooms, and campus parking spaces from enrolled students and the loved ones that are deeply invested in TAMU making it more challenging than it already is to visit a student or for a student to utilize their campus as they need.

I found this to be a big weakness when I came to TAMU around 2010 seeking collaboration between the statistics graduate program, and the chemical engineering department in order to create masters and doctoral students in chemical engineering with greater analytics skills. At the time the concept was rejected. The University of Texas was much more receptive. Clearly most universities have closed this gap by 2021 but I offered an opportunity for TAMU to be in the vanguard and it was rejected. At the time I came from the Dow Chemical Company with this message. My home university became an "also ran" as we developed candidates for our industry from competing schools.

I'm not sure where this comment goes, but I was an AgEd major and I can truthfully say not one education class I had at A&M helped even a little bit in making me a competent teacher. My academic classes in the science areas helped a lot - since I ended up being a science teacher. Candidates to become teachers MUST learn how to successfully interact with young people of the age they will be teaching. THIS IS THE MOST IMPORTANT SKILL IF ONE IS TO BE A SUCCESSFUL TEACHER. I say this as an ex junior high teacher, junior high assistant principal, high school assistant principal and principal of four high schools (3 as interim) in the Austin ISD. I learned how to deal with this age kid as a tank platoon leader in Korea where almost 1/2 of my platoon soldiers were told either go to jail or enlist in the Army. Of course, not many prospective teachers now have this unique opportunity. Most beginning, new teachers are totally inept in dealing with problematic students in their class. This early difficulty causes a significant number of good prospective teachers to leave the profession that dearly needs good teachers before they have time to develop good classroom management skills.

Recommendations sound logical.

Agree with assessment.

I have some misgivings as to the the development of this office. Specifically, it is not clear as to the exact mission of this organization. The realignment appears to consolidate several support organizations of other entities into this single entity that resulting in a diverse organization with no clear direction.

The report does not provide a cost/benefit analysis of the effect of these changes. In some cases, the offices may need to be moved physically to be in one location. It can be a very expensive proposition with no clear returns provided. Texas A&M University has withered the challenges of the last two years very well. I am not sure why such drastic steps are being asked. What will be the benefit? I do appreciate that the report has recommended creating an International Program office. Having the study abroad office and ISS under the same umbrella will be beneficial to both the inbound and outbound students.

Agree with the reports recommendations.

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None!

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Please join the U.S. Department of Labor, Office of Apprenticeship in becoming a Registered Sponsor of Apprenticeship. The benefit is putting Aggies to work earlier in jobs that echo the real world. Apprenticeships can span across every aspect of the TAMU System. A Journeyman's (Journey Workers) completion certificate does not make the graduate a specialist, but would compliment the academic program of which they would have had some control.

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In the area of student recruitment, MGT emphasizes the need to diversify student demographics in order to achieve demographics that mirror those of the state. This over emphasizes racial and cultural diversity at the expense of diversity of ideas, which would bring real educational value, and cannot be achieved by focusing solely on race and cultural background. Additionally, we should focus on academic excellence above all other criteria in admissions, with a true appreciation for A&M's unique culture as the next most important consideration. The recommendations regarding community outreach, particularly in the area of artistic and cultural outreach, show a lack of knowledge regarding what A&M already offers. MGT says we need a modern performing arts center, and museum spaces, but does not seem to realize that we already have the Rudder Complex, Bush Library, Reed Arena, Corps Center Museum, and MSC galleries. Existing facilities could be improved and/or expanded if not already sufficient for any new programs the university may wish to add, making new facilities an unnecessary expense cutting against the general emphasis on efficiency.

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Do NOT combine the colleges of science and liberal arts. I specifically chose to attend Texas A&M for both undergraduate and graduate school because the college of science was separate from the college of liberal arts. When I was looking at which university to attend, I looked at schools with a combined college of arts and sciences and there were extra requirements that were not requirements at A&M and that would not have helped me in my current career as a scientist.

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Centralizing the operational structure Would help improve Academic and Strategic collaboration as well as Faculty morale.

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The recommendations for change is very warranted. A&M should reflect the diversity of the citizens of Texas.

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The suggestion to move the Department of Construction Science from the College of Architecture to the College of Engineering ignores the industries that the Department of Construction Science serves. More than 80% of the COSC graduates go to work in the commercial and residential construction industries where the development of a project is lead by an architect, not an engineer. In an increasingly collaborative world, it seems short-sighted to remove the construction students from the architecture students. Further, the unintended consequences of such a move would be significant as what is and has been the strongest construction program in the country gets lost in a college of over 20,000 students. While the consultants may believe this will create academic efficiency, it will damage the industries it was designed to serve.

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Approve

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None

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I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

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Please make sure that these disciplines are related.

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First off, I agree with Visualization leaving the College of Architecture. It has always been an outsider within the CoA. Rather than removing Construction Science from the College of Architecture to College of Engineering, the two colleges need to use Construction Science as a bridge between the CoA and CoE. I studied Urban and Regional planning and continued my education with the MLPD degree. I have worked as a development manager in the real estate sectors of commercial, multi-family, and land development since I graduated. Before tearing apart the current structure of the CoA there needs to be an effort to pursue more collaboration and overlap between the degree plans currently located in the CoA, not the other way around. The beauty of the built environmental isn't that every skillset thinks in their own echo chamber, the beauty lies within the communication of ideas from individuals with different perspectives, skillsets,

and experiences coming together to achieve the best case scenario for the built environment. Civil Engineering and Construction Science are two degrees from CoE and CoA that need to work together, stay in their respective Colleges, and serve as a bridge between the other disciplines within both colleges.

Construction science must remain with college of architecture. VIZA could move to new college of arts and sciences, but a program specifically for architectural visualization and rendering should be created in its place within the college of architecture.

N/A

See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes based on this report.

Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

n/a

I approve the recommendations, especially a venue for combined university and community activities.

I would hope the University sees the benefits of a well-rounded curricula as today's work environment demands more from it's employees and leaders. I worry that the university is becoming way too conservative in its beliefs, messaging and future.

changes proposed to AgriLife look to be good

It would be very tricky to have advisors that cover all areas of campus. Students still need special advisory for their specific college, with the course schedule, etc. Perhaps all advisors could be trained to be able to help with the change of major process to simplify it, yet still have their specialty.

I agree. Especially regarding the retention of students and the support of performing arts / museums.

Very important. Do even more of this.

Some departments such as CVM seem reluctant to work with outside SME

all for these...especially getting student recruiting out of the registrar's office and putting in the office of Strategic Partnerships!!

The report states "The consultant team was asked to identify changes that would restructure TAMU in a significant way to increase effectiveness and transparency and to contribute to overall student success.". If so how does the "Academy of Visual and Performing Arts; OPAS; Music Activities (except for the Aggie Band); Becky Gates Children's Center; Office of Diversity and Inclusion, Continuing Education; External Affairs and Public Relations; Visitor Center; International Programs (new office); Education Abroad Programs; Global and Academic Partnership Services; and International Student Services" perform this increased effectiveness? A university exists primarily for education and not cultural centers.

No comment

I wonder whether the academic requirements for entry students has become out of line because of the race to be "#1" and TAMU has left behind some marginal students who could be better "keepers of the spirit". Thus, I think the mix of students has become unbalanced.

As I agree with the first recommendation, I don't believe that we need an office for student recruitment and retention. Focus on your students and this won't be needed. And I absolutely disagree with removing current community programs. These programs have been around and are tradition. A&M is based on tradition and should stay so.

As a member of the Bryan / College Station community, I love the idea of more community collaboration. I'm also a former OPAS student. Anything we can do to continue bringing these shows to this area is a plus!

None

Performing Arts Center located off the main campus where parking isn't so problematic would be welcomed in the community.

Teach “true history” not get involved in “race baiting, race hustling and other divisive crap.”

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I was a transfer student, a student veteran, and a 5 year undergrad student. I have a lot to say about TAMU academics, but I think the report sums it up better than I ever could: "Overarching weaknesses identified include the university's unclear and decentralized organizational structure, processes, and goals; limited financial resources to attract and retain talent; exclusive climate and ineffective Diversity, Equity and Inclusion (DEI) efforts; outsourced maintenance; inconsistent communication and transparency from the university's leadership; lack of both operational and student outcome data; and lack of opportunities for faculty to provide input to decision-makers. Limited financial resources to recruit and retain talented faculty and staff means that TAMU is not competitive enough with the marketplace. The faculty review process is not thorough and the push to innovate is lacking." I fully agree with that statement and saw parts of it across my years at TAMU. The only thing I would add is that in my experience, I in my career and in my academics suffered greatly because of 3 things: 1) Mays Business School is too exclusive to accept transfer students; 2) the GPA that I had earned and built at prior schools was completely disregarded, leading to a graduate GPA that was built solely on the hardest courses of the last two years of my Bachelors Degree; and 3) Academic Advisor quality varied wildly, to the point where I would request certain advisors by name.

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The notion of "establishing cultural centers" is nice, but the University should focus on what it does best. This is not a liberal arts school. People go to Texas A&M for business, veterinary school, and engineering. That's where the reputation comes from. Those interested in performing arts can find many other fantastic schools in Texas and across the nation. Focus on the technical aspects of the school.

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There should be for now, less importance on increasing student acceptance rates. It is now almost a walk in the park to get accepted into Texas A&M, and that is not going to uphold the quality in education and alumni as it used to be in the past.

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Don't take good jobs and pensions from the citizens of College Station.

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Seems pretty straightforward. I don't see any reason why these offices and organizations shouldn't be moved to a place that better fits their mutual missions. For the Office of Recruitment and Retention of Undergraduate Students, I once again see no reason for it to not exist, but it's unclear in the proposal what efforts towards Retention would be made, as it otherwise sounds like just another avenue for advertisement. The improvement of community-focused programs is additionally vague and seems like it would benefit from further scrutiny on a program-basis. Absolutely 100% all for the Cultural Centers. As it stands, much of what A&M has in that regard is on west campus, inaccessible by the great majority of students, and for performing arts the venues are few and far between.

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Students should be selected based fully on merit and ability to have success at A&M. Setting any ratios to meet or including race as a checkbox should never happen.

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The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

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Change the “Marine Engineering Technology” program at A&M Galveston to an ABET Accredited B.S. in “Marine Engineering” program. This would align Texas A&M with other top maritime academies which offer degrees in “Marine Engineering”. This would also allow graduates of the program more diverse employment options, allowing them to work shoreside in traditional marine engineering design positions. The “Marine Engineering Technology” program

potentially restricts graduates to working in shipboard operations and maintenance roles. This "Marine Engineering Technology" program is more synonymous with a program found at a community college, not a top tier engineering university. Texas A&M University can do better than this.

Recommendation #1: Continue to .... Agree, time to get rid of stove piping. Recommendation #2: Create .... Disagree. Enrollment growth is getting out of hand. Texas A&M has more than enough students and does not need to actively recruit new candidates. Recommendation #3: Sunset community-focused .... Agree, get rid of unnecessary programs. Recommendation #4: Invest in .... Disagree. The campus has sufficient venues to host performance arts, etc.

"Underserved and Underrepresented" are liberal objectives seeking to water down and dilute. Equality of outcome is more liberal faculty thoughts seeking to dilute success and breed contempt. The Former Student population is spread throughout the State of Texas. TAMU has no business trying to "recruit".. Recruiting should be best a function of the former students representatives. We know our local students. We educate the best as far as what A&M has to offer. We encourage those like us to apply and we help them attain local sources of funding. "Finding 4" Extended families. Introverts are introverts. We voluntarily seek out others. Members of the B/CS community are not different. It is not the duty of the University to seek out and engage. "Arts and Culture" excuse me.... bull shit.

There are likely quite a few community engagement programs that can be eliminated to better use resources. I support recommended investment in a museum (possibly propose providing a new home for other museums in BCS). I would also encourage the university to consider doing something unique in regards to culture; specifically I think a museum of fiction, administered by the Libraries and making use of its extensive collection of Game of Thrones and other fiction props and artifacts, along with the expertise of the Department of Visualization, could provide a unique experience unlike any other in America and help BCS tap into an underserved tourism market for fans of fiction (it's a huge but quiet group). I also encourage the university to build a modern performing arts center near the MAC as proposed in the campus master plan. I also fully support the expansion of gardens and green spaces. Aggie Park and the Gardens on west campus are a great start but more can be done. I would propose the formalization of the Northside Housing Mall, the Whitely Park, West Campus Quad, creating a greenspace on lot 23, and the creation of a quad created with the demolition of the Halbouty addition as proposed in the campus master plan. This can be extended throughout campus with more appealing sidewalks (such as military walk), more and larger trees, and more flower plantings to add color to campus. I would also encourage Spence Street, North Houston Street, and Nagle Street to be converted into pedestrian malls as priority projects. This would also alleviate maintenance pressure from transportation services as they recover from the pandemic.

I work in the senior levels of the space industry and have often been surprised by A&M's light engagement given its proximity to Johnson Space Center and being the first space grant university in Texas. Practically the only place I see A&M engagement is in research forums. I know there are space related activities going on across the campus, from receiving the Space Shuttle simulator to AggieSat to the Space Food center to the Bush School, etc. I hope one of the areas A&M looks to better unite and elevate our efforts is the space industry. We can be a much stronger force if the university has better central coordination in this field, as the report suggests needs to be done in other fields at A&M.

Historically, I have led advocacy efforts which steered tens of thousands of dollars towards A&M from my employers and have led recruitment teams to hire Aggies. My commitment to A&M has been tempered by my loss of assurance that A&M is focused on preparing students to enter the workforce. When I attended A&M as a graduate student the Department had professors who had worked in the private sector (in industry). They had PRAGMATIC views of what it means to teach real skills that prepared students for work. Today, most of those pragmatic views have been replaced with academic research. From my vantage point, A&M has lost the "rudder" that made them so unique and special.

I recommend that you direct any and all department heads that oversee any faculty that hold classes with students (i.e. teaching staff/instructors) to review the CVs of those individuals. I recommend that the CVs of those personnel be reviewed for instances where various industry professional organizations appear. (Examples of organizations were emailed to the Office of the President of TAMU.) The intended purpose and eventual product should identify and more formally map, or associate, those industry professional organizations (also known as: certification bodies | such as a trade association or industry-approved testing entity). Thereby creating a networking tool that could be used by students (prospective, current, and former) and faculty. Once this CV review is complete; I believe it possible, and necessary, to then look at internship offices and the Career Center to establish a list of employers that have chosen to interact with the university (again by either internship programs or via the recruitment efforts of looking to hire the graduates of specific programs and/or colleges). The intended purpose and eventual product should identify and more formally associate career potential by highlighting industry professional organizations that are associated with various

academic programs (degree plans or colleges) and then listing the employers that have demonstrated an interest with those programs. The presumption here is that jobs might be found with either the identified employers, their competitors, and/or companies involved in their supply chain.

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Once again, the recommendations jump straight in to recommending all sorts of new politically left wing programs and outreaches which are in and of itself NOT inclusive of the largely politically right wing demographics of the state of Texas. The first rationale being our increased foreign student presence. From my time at TAMU, the largely foreign student presence is in graduate school and from very affluent foreign families that are VERY well off in their countries and NOT the poor helpless people of these countries that really need the education and help to move up in the world like what the university tries to paint the picture as being. With that being said, the university is well aware of much cheating that has gone on in the research area because of the lack of basic moral values taught in most of those foreign countries. Is this really the global connectedness we need and value at TAMU? Is this really helping out the local community that the university is supposed to serve by increasing our foreign presence? Also, is TAMU really serious in being so exact on its demographic representation matching that number of applicants and students will exactly match the demographics of the state just to say that they did with no other thoughts or reasoning involved? When will we see these attacks on people and organizations as what they are? Why only focus on recruitment efforts of the best and brightest minorities instead of just the best and brightest even if they were to happen to be all white men (NOT saying they are, but just saying what if)? If TAMU is in such desperate need to seek out special groups, then why such a high satisfaction rate amongst the students both now and former? If art is such an important part of the community, then why are only the worst displays of art ever present and so many artists that I know such a horrible example of living a decent life? I have seen art exhibits while at TAMU in the George Bush Library and other spots around campus so why do we need to add a bunch of other places that sacrilegious, disrespectful, and grotesque images can be viewed by everyone as this is the only art that is apparently acceptable today? Being a native Texan myself with over 8 generations of family in Texas, I doubt that any of the native cultural art displays will be anything that truly represents us in this day and age.

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We need to focus on core teachings and get rid of all CRT, DEI, BLUE, Black lives matter, etc. initiatives in the class room and on campus. These in groups only work to divide students, not bring them together as AGGIES.

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The report describes it, but this new organizational unit is critical to the success of Texas A&M University, primarily because of our mission of being a land grant university, but also because of our partnership and leadership in many state agencies. My feedback is that leading this organizational unit will not be easy, but will be critical to its success. I see this leader and his/her team playing a critical role in "connecting the dots" throughout the system, university, and agencies on a daily basis.

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Good

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The report is slim on audacious ideas. TAMU is at a level nationally and internationally to now move to the next level. Think bigger and bolder! This will take significant investment, but there are many former students who are willing to support plans that will significantly improve our academic standing.

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Academics for any graduate should be oriented toward the realities we live by and with in the economy, as opposed to ivory tower theories.

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I think providing community and cultural support will definitely improve students experiences and allow them to find a place where they feel like they can belong, get involved and feel seen.

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These collaborations across departments would greatly benefit students as they strive for a well-rounded and whole education.

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Doing a good job in this area

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The silo mentality is too strong resulting in a lack of collaboration and strategic thinking.

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Please make an online MBA program.

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Some very good ideas and suggestions are made which will help the University as a whole grow in a sustainable manner. These should be implemented in a timely manner allowing for adjustment of the existing department heads and new mergers to "mesh" with the least amount of problems.

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Don't focus on demographics for the sake of diversity. Focus on finding the BEST students to represent our university

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REGARDLESS of what part of the state they are from or the color of their skin. That is true equality

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MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

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No comment

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Not sure why we need community outreach. That is not a function of this school. My opinion is that school was here before any community. The community exists because of Aggieland. Not to say we don't need to play nice with the neighbors, but no need to spend additional monies on it either. The campus is beautiful, better than any 10 other campuses you can pick. Have you been to Austin? Not a great place. I believe any money needs to go to something that benefits the student first, last, and always. Not the former students, not the faculty, unless it is tied to the student body, etc. The Bush school is elevated because it not lumped in with the Poly Sci department. Seems like it elevates Poly Sci more that the Bush school. Not sure I agree that our vet program is not already the best in the nation. Why fix something not broken? Need a new building? Built it. Construction science to the dept of engineering? Good luck. Seems like a good fit, but not sure they will buy into it.

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I agree with the biological sciences realignment, but the group needs to make sure they understand why the Biomedical Sciences is one of the largest program on campus. I mentor to the students who are both pre-vet and premed from Biomedical Science. Be very careful on how you choose to merge these disciplines without destroying what is already working.

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My interest in starting a wilderness medicine curriculum has been peaked by a family member. As our society encounters weather disasters with more and more frequency, I continually see the need for medical care in areas with no access to doctors or hospitals. Disaster Day is only the beginning, our university needs more.

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Seems like a good plan

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Agree

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Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

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I agree.

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I don't understand the issue enough to have an opinion here.

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100% supportive

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International campuses are scope creep.

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N/A

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None

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Like

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This new unit seems like a catch all for anything that "might" connect to the community. I don't think undergraduate recruitment or international student affairs' belongs in this office. I get that it is building partnerships for recruitment and pipeline building but those two functions are and should reside in the Academic Side with the provost. You start as a Former Student from Day One and your success on campus should be informed by where you come from. I think student support services/student success should oversee incoming students because they need to know they students from recruitment to understand how to enhance their experiences from day 1 on campus.

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Just because a lot of other universities are doing things a certain way does not mean that TAMU has to follow suit. There are a lot of things that work well currently at TAMU. TAMU does not need to become a liberal university.

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See comments on merger of colleges

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Wholeheartedly agree with recommendations 1, 2, & 4. I disagree with recommendation 3, though. I feel that A&M already does a great job & that this would be costly without seeing much benefit.

133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

The university shouldn't be run like a business. The report reeks of people trying to come up with a bloated business plan solely because they are being paid to do so and not out of necessity.

This question/comment/category makes no sense as stated. What are you asking?

I would suggest further review into the creation of an office for the retention of undergraduate students. My impression is that Texas A&M is above average in its retention of undergraduates, which would suggest that this would not necessarily warrant a change

I like how we finally have a direction for the other campuses, but they should not be viewed as home base and should be valued as pieces of TAMU, not at the same level as the central BCS campus.

Eliminate the Office of Vice President for Academic and Strategic Collaborations. If you just started it and you're already looking to justify its existence then you didn't need it in the first place. If you improve communications across the branches of your campus you can cut the need for some of these positions. If you focus on the community and actually utilize the Aggie network to expand then you won't have to develop a new system to exploit opportunities for growth. Do community outreach, prove to the local populace that you should be there and that you can help out. If you actually talked to the veteran population from the Global War on Terror then you'd realize that you can utilize the local population to enhance capability without having to result to obese bureaucracy. Not only that, but part of the early draw of TAMU was the fact that it was a big campus that felt small. Go back to that.

Schools should test for the application of knowledge, not its acquisition. Implode the Carnegie unit, thus test for wonderment and imagination. The current Educare educational system was created to make employees obedient and compliant, thus conforming in nature, not creative and not curious. Grades and the current grading processes were not designed to measure what employees are looking for today, grades does not represent courage, neutrality, willingness, acceptance, or reason, it measures compliance, thus compromising the right dorsal lateral prefrontal cortex that governs reason, thus students that graduate are looking extrinsically for someone to save them, instead of them saving themselves, this is how unreasonable behavior where the brain has been robotized becomes reasonable. An Educere model is opposite, here the school is student centric, where enlightenment is the end goal. EduCARE was designed around authoritarianism, it was the idea that systems and organizations can only exist by the authoritarians, thus setting the culture to believe that there is limited power within the system's self regulating mechanisms, the cause of the factory mindset, that to have power, you must fight and take it from another member. The battle is always management vs factory worker, boots and spurs vs the saddles, bridles, and bits. An EduCERE model believes that there is unlimited power within the system's design, here the full participation from its members are welcomed and rewarded. In an Educere model school, the hiring community must be the customer, thus the student is the product, whereas, the school should prepare all students with the intent of the student being empathetic to the hiring community, thus an entrepreneurial environment, thus setting the idea that the student will one day, hire themselves. In this environment, the school is not the producer of the product, the producer of the product is the self directing and self governing enlightened student. Texas A&M should exist to set the stage for the student to be enlightened and awakened to real world challenges, this is not possible within the top/down authoritarian model of an EduCARE educational system.

The general idea and purpose behind the office of Academic and Strategic Collaborations seems well intended and probable to make key impacts on community engagement and extend cultural value of the university beyond generational family tradition. I think this point of balance between tradition and diversity is a much larger cultural issue of the university that deserves more investigation. The result of a relative poor perception of a diverse, inclusive, nurturing environment against a strong unique culture, core values, and traditions and "our people"- though not mutually exclusive on the surface by any means- should be a massive red flag to critically evaluate the cultural climate of the university. For example, the cultural concept of a "two-percenter" implicitly admonishes being different from the prescriptive Aggie identity. Retention and recruitment efforts cannot simply aim to impose a "superior" A&M historical identity on new generations of students; it must be open to evaluating and revising culture, traditions and values. Otherwise the core academic mission of the university remains self-serving for generations of Aggies above all else.

As a student, I also worked for the Office of International Coordination (probably no longer in existence). One of the key takeaways was that there was absolutely no communication and coordination between academic colleges, especially in regard to international research programs and identifying international grants that could assist interdisciplinary overlap. With this in mind, it is important that communication within each of these areas of responsibilities as outlined in the new org chart must be optimized.

If the main takeaway from comments by opponents to Diversity, Equity and Inclusion efforts is their "questions about the effectiveness of resources", then you're probably not paying attention. I'll be blunt: DEI is a poison that is destroying our country and infecting every major university. It is racist, Marxist and divides Americans into competing, intersectional groups. TAMU should have nothing to do with it.

My degree looks better when the University does well. These collaborations seemed to make the departments stronger and seem reasonable.

No liberal arts colleges. They're a waste of money for both the university and students.

As a former student, I would be in favor of reinstating the Journalism department at A&M.

I may have missed it, but saw no reference to corrective/preventative measures that will correct or prevent any involvement between TAMU and communist or otherwise unfriendly countries or their students and scientists. I never again want to see headlines that TAMU is or has been collaborating with such entities.

Not sure if this is the correct category, but will agree that the colleges had too much autonomy during my enrollment. It was difficult to find and discuss with an advisor/counselor on my academic path. Consistency wasn't felt by college (Business) or by academic class (Freshman, Sophomore).

International students have been a vital cog in the A&M system with growing prominence. A&M should create focused efforts to build strategic partnerships in countries with largest young demographics such as India. Some of the peer schools have established offices and hired alumni in important roles but in comparison A&M is quite missing in these countries. I think its a significant gap and the strategic collaborations office should look into closing this gap and taking a leadership position.

I love the idea of investing more in performing arts here. This, along with the new degrees recommended in the next section, will go far in elevating A&M compared to other peer institutions.

I attended in 1983-87 and it is interesting to me that the findings are similar. Supporting local cultural centers and investing in the community would be a positive part of being part of the B-CS community. B-CS supports the university with the residents (groundskeep, building operations, janitorial staff, security, bookstores, cafes, medical staff, etc.) and giving back to them year round would benefit the university. I know I had NO interest in staying in B-CS after I graduated because there were no job opportunities, especially for a woman geologist with a foreign name.

"The new office of the Vice President for Academic and Strategic Collaborations is designed to further TAMU's land-grant mission through a solutions-oriented approach and reimagining the mission to meet current and future needs of all Texans." "This office aims to prioritize relationships between TAMU and Texas, particularly the communities where TAMU campuses and programs reside." "Meeting the current and future needs of all Texans" AND "prioritize relationships ... particularly the communities where TAMU campuses and programs reside." Seems like there are two goals here which are not compatible. Which one is most important to the students? They and their parents and the taxpayer are the customers of this university. "The pool of applicants for undergraduate students is currently not representative of the state's diverse demographics." Again, the statistics quoted in this paragraph have no basis in improving the TAMU and its graduates. What is the demographics if the eligible high school graduates in Texas? I doubt the ELIGIBLE high school graduate demographics is the same as the general population demographics. There are many references to the "communities" that TAMU must reach out to. TAMU should be focusing on preparing students to go out into the WORLD and work. That requires employers not communities. The focus should be on employers. Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. This recommendation only dilutes the resources of the university. I have been hearing this complaint for 50 years. Nothing has changed about the communities. If there are no employers to hire the graduates then they must leave the area. TAMU should focus on its strengths; engineering, agriculture, medicine. Spending precious resources on these will not encourage graduates to stay in the area. Their entire training prepares them to go out into the world. TAMU must recognize that and set realistic priorities.

What does this mean? Perhaps the English Department could provide instruction on writing clear and concise questions.

I don't agree with this statement: "Despite having an Academy for Visual and Performing Arts, TAMU does not have a modern performing arts center to host indoor large-scale events for students and the community. Existing TAMU land is available and should be used to create parks and other outdoor gathering spaces to welcome the community onto campus for events throughout the year." I have attended many performance events, small and large, (plays, concerts, movie showings, musicals, etc.) in both Rudder Theatre and Rudder Auditorium. I don't believe that we need to add yet another building to serve a need that is already met with existing, quality, and centrally located infrastructure. Further, we have the recent addition of the Gardens at TAMU and the new Aggie Park that provide convenient and central outdoor gathering spaces.

I understand the rationale that a land grant public university should extend its resources to all citizens of the state as well as other states and international students. I am behind this 100%. However, if this means that academic standards are reduced to accommodate diversity, then I am reticent to make a blanket statement. I know that UT (where my children are studying) has enrolled a more diverse population and at this point in time, only accepts high school applications at a higher standard (top 6% - rather than top 10%). UT is then considered only accessible by the very top students who have, by association, degrees that are placed in higher regard. (As a former student, this is frustrating for me.) I know there are minority students who fit the bill with regard to academics - and I would hope/suggest that academics be the first criteria, rather than diversity. Collaborations are key to finding and recruiting the top minority students. Bottom line: I would encourage diversity, but not at the expense of academics and the degrees earned at A&M. It is important to maintain the highest standards.

Makes sense to me to restructure this.

It appears the architecture department will be raided by other colleges. There's no rationale that supports how the "new" architecture department would move up in national ranking. However, the students who want the dual construction/environmental design major might have a problem. If the college wanted to improve their ranking, they would provide a 5 year dual B and Masters program like the top-ranked schools—which isn't in the recommendation. Instead of strengthening the Arts program, how about add interior design, a dual ARCH and Structural engineering degree? How about an ARCH and Visualization degree? Or international architecture management? Or arch and business development? Or arch and real estate management? Broaden the horizons of the students there now. For me, it's too late. But I would have killed to have business knowledge when I graduated.

Maintaining a true & open level of collaboration is the key for success. This is critical for staying abreast in each discipline.

I was disappointed to see that the proposed museum would be relegated to that of Natural History. Given Texas A&M's rich ties to U.S. military and state histories, and the continued need to contextualize Sully's statue in Academic Plaza, I was confused as to why the university would not simply sponsor a history museum, with some natural history components. Additionally, the growing field of public history would be well-served with a university museum that could provide valuable interdisciplinary collaboration in preparing students to work in public relations, human resources, funding, and public history.

The goal here would be to highlight partners that would enhance our students value, these that our outside the University itself would seem to help keep students on the cutting edge of skills and technology needed in the work force, while allowing partners access to the A&M brand and the benefits of it.

Improving the cultural opportunities would be a big win for attracting talent.

No comment.

Agree with recommendations

Regarding Recommendation #3: As a community-engaged researcher, I would be interested in learning more about how "community" is defined in regards to "former and future Aggies." Unfortunately, footnotes 18 and 19 are not visible in my pdf of your report, so I was not able to reference these footnotes. In general, however, there seems to be a lack of consistency in defining "community." Is it the "communities around their campus" as mentioned in the text, or the community of "former and future Aggies," as mentioned in the text, or all of the above? Which programs are currently inadequate, and why? I would argue that engagement should not just be for the purposes of "brand recognition" and

"increased enrollment." In contrast, community engagement should be based on benefitting and improving the lives of community members and citizens, as well as building trust and mutually reinforcing relationships between the university and its community stakeholders. When this occurs, brand recognition and enrollments can be indirect goals that are met organically through the development of community engagement. Listing brand recognition and enrollment as the only explicit goals of community-focused goals comes across as self-serving and undermines the true benefits of community engagement. Also, how does this recommendation align with TAMU's role as a land-grant university? Regarding recommendation #4, I highly support! The arts are important and bring community members and alumni to campus for reasons other than just sport events. Campus museums are one of the primary reasons that I visit campuses and take my children to campuses. Finally, I spent very little time outdoors on campus during my student years at TAMU. Some of this was due to the heat (I'm not from Texas), but also due to limited facilities for enjoying outdoor aspects of the campus.

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N/A

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The report did not provide a clear justification for specifically moving OPAS out of the MSC structure and into the Academic & Strategic Collaborations bucket. While the concept is clear, the basis for this particular move was not entirely clear to me. As a former student who treasured my OPAS involvement I would just like more clarity on why the change and what it will look like for student engagement.

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Agree with all recommendations

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We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

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A new performing arts center would be an excellent addition to TAMU. I have attended many OPAS productions and while the location of Rudder Center is nice, parking is a very difficult situation and improvements are needed for better productions.

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How is Office of Recruitment and Retention of Undergraduate Students aligned with the recommendations around Enrollment Marketing and Enrollment Management, that are recommended for completely different organizational units. I believe these should all be kept together. I do think the Office of Recruitment and Retention sounds like a good idea. I do not agree with investing in arts and cultural activities, as a way to retain faculty. If there is time and money left over, totally fine to invest in a performing arts center, but I do not think this should be on the priority list for TAMU.

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Please keep a broad umbrella...if the goal is to restrict future collaborations to a small subset dictated by a centralized organization. Texas A&M should support and nurture more and stronger collaborations with corporations and small business...this is where students will most likely find their 1st or 2nd jobs.

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I am not a fan of combining the college of Liberal Arts and the College of Science. These fields can be extremely divergent. A&M is not a follower. It is and always has been a leader. Quit citing other schools. This doesn't mesh for me. No go on theatre and performing arts. Or Journalism. A&M needs to bolster its programs that it is currently offering. I can tell you as a resident of the Panhandle. Texas Tech is building a multi million dollar veterinarian program here. They will be competing with Aggie vets. Lately we've been recommended to out of state vets because Aggie vets our not being educated sufficiently technically or surgically. Another example. Aggie engineers. Where are you? My husband graduated under the Zachry program. He was an amazing man in his time. But his company is no more. You need to invest in those Aggie Engineers! It is what A&M used to be known for...no longer. I am personally a College of Agriculture grad. Class of 96. Back in our day, we would kill to get that degree from A&M....it was the best. It's not anymore. People don't say that. Adding a program to a vast number of programs and not doing well at the ones you already have, I mean the ones, the core ones you started the University with that are still in demand today. That is not wise.

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Stop promoting/prioritizing the jab

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No specific comments here.

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Improving undergraduate recruitment and retention: I understand this, as well as other efforts to address DEI, is a source of great contention. That's completely understandable given TAMU's historical focus on and bias toward straight white men. However a review of the current demographics of Texas alone, much less the rest of the US, tells a very

different story. In order for A&M to continue to be relevant, it is essential that both faculty and students (at every level) reflect what we all see and experience in the real world. One of the main purposes of a university is to prepare a person to be successful in the real world. I would argue that interacting with a mix of people, representing the mix of people they'll see in their careers and neighborhoods after they graduate, is great preparation.

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no comment

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Our university needs to be focused on recruiting students who are highly qualified academically and have a broad range of personal experiences and interests. The selection process needs to be based on these factors, primarily. Overemphasis on building "diversity" robs our university of being based on meritocracy. Obviously we can't be "colorblind." This should be considered but not as a primary factor. We diminish the individual by tying their admission to their color and not to their "personhood" and academic achievements. There's been an enormous amount of effort in litigation and laws that has really not accomplished what is needed: a system of admission based on the best, most well-rounded young people.

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Agree but not much is said about undergraduate student retention - what will be done to retain the students that have to leave or encourage the students to come back. Transfer and Re-admits today do not find out about their spring (January) status to return until end of fall semester - that is just way late (especially when they have applied in August). Need to find residence etc. My son '23 was affected during the pandemic and we forced him to leave school (still in good standing) but there were no follow ups from engineering or student affairs to get him back.

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Having everyone in large organization moving together, as a team, is a very worthwhile objective,

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Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

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Efficiency makes more sense - like these recommendations

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See above

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First of all, I think further diversifying the population of students at Texas A&M is wonderful, and recruiting resources should absolutely be dedicated to that purposes. However, I hope that those efforts are geared towards finding qualified applicants, and not just diversified applicants, as education and moral qualities should still be at the forefront of admission. Second, I do not want to see any future alumni donations I make spent on a campus garden, as I do not see how that will contribute to diversifying our school or community.

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Bryan-College Station would benefit tremendously from cultural centers. It's a real weak spot of the region and A&M's resources and influence could go a long way.

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none

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MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

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TAMUS has a wealth of programs and services. This new department will benefit all constituents.

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Don't be afraid to teach truth. The fear of persecution should not be the driving force in regurgitating falsehoods and party agendas. Lies that are accepted by the masses are still lies. Teach students how to do their own research instead of just being a group who believes everything they are told/read. This will create true learners, true education, and help preserve a society worth living in.

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I am also the parent of a now-Former Student and one current student. I think that having some centralization of counseling services for students, especially when they want to look at a major change or are looking at perhaps a minor or a dual degree in another discipline, would be very nice. I also think that it is critical, however, that the adviser with whom a student works needs to be well-versed and -acquainted with the student's major college and its requirements and processes. I would hate to see the academic counseling services become some bureaucratic, mindless operation that produces more harm than help.

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Conservative recruiting for professors/staff would be of the utmost importance. The CORE values A&M projects need to be lived out without being concerned with race, creed, etc. When you look at recruiting a certain type of student, however, it does show bias toward those who are underprivileged, and leaves out the students who are working hard, and earned a chance at admission, and yet discriminated against because they don't meet the minority quota section. Quotas are discriminatory. Hospitals do not recruit that way, and kids on the playground don't play that way.

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Fine as presented

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Quite unclear how finding #1 relates to academic and strategic collaborations in any way the material benefits most students. On finding #2, is there any concern that this will create confusion with admissions efforts? It, again, appears to be more important to hit diversity standards in this recommendation than to truly capture the best and brightest. I agree on finding #3... If you are 'in' then you experience engagement, if not, you have a tough time, even living in College Station. Finding #4... This seems counter intuitive considering the rising cost of education... I hope I see a recommendation, at some point, that encourages taking a broader view of higher education to acknowledge that there are many more people to engage if one adds more digital and online presence.

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One of the items that, while not addressed in the report, but should be reviewed, is the naming convention of a particular department - The Department of Agricultural Economics. As a former student working in the non-agricultural financial services industry, I have found that the name of the department has been a detriment to my career - and have been aware of this same issue with other students. Other universities have been very strategic in this renaming of similar departments to better align with the true nature of the work and research - with a particular use of the nomenclature 'Department of Applied Economics'. I have brought this concern to the attention of the previous department head - who noted strong resistance from the leadership within the Department of Economics in the College of Liberal Arts (also of which I am a former student).

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I agree with the Department of Journalism recommendation. However, I would take it one step further. As a Communications major, I felt at a disadvantage to my peers at TU since they can specialize their Communications degree within their own College - Moody College of Communications. Within this college, they have BS in Advertising, Communication and Leadership, Communication Studies, Journalism, Public Relations, Radio-TV-Film, and Speech Language and Hearing Sciences. So I would suggest making the department of Communications and the newly formed department of Journalism its own college to allow students to narrow down their "communications" degree and compete with other Texas school who have their own College.

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The best farewell gift from A&M after graduation is having a meaning job to serve and give back to society.

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As federal funding becomes a smaller part of the research funding, the TAMU system needs to look at industry partnerships to bring in research money. This also means that typically indirects charged on grants will go down unless TAMU changes how they budget these items. Indirect charge % should NEVER be a line item on a budget going externally to an industry partner unless specifically requested. Factor it into the cost of all the other items.

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Non existent. No significant or consistent partnerships with the business community hiring the student.

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Really don't need to work on recruitment, but retention, especially in the form of MERIT BASED FINANCIAL AID is vital to the continued health of A&M academics. Simply graduating as many as possible, relying on the Aggie Network, dilutes the value of a degree to the rest of the world. Cultural centers and programs would be welcomed by most current and former students, staff, and faculty. This would also tie in nicely with expanding the emphasis into the arts and potentially journalism.

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May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. Regards, [REDACTED]

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Agree wholeheartedly with Recommendation #2. Special focus will need to be made on retention of under-represented

students, and should be considered also on a college-by-college basis with respect to general workforce populations.

I am surprised at Finding 4. With the various activities and performances on campus, College Station is a great college town for retirees and visitors to find events of interest to them. If faculty and staff are unable to find these, the question must arise of how involved in campus activities they are. This seems to be more of a communications problem than a physical structure issue. There are beautiful flora on campus. A collected map may be the solution. The campus does not need a museum of natural history (I was just at Texas Tech). This can be better handled through the two municipalities. A Fine Arts Center, however, is a worthwhile consideration. If Rudder is no longer fit for this purpose, its use should be re-evaluated. If expansion or additional buildings are needed to permit students to engage in fine art education, this makes sense.

Creation of a College of Liberal Arts & Sciences will diminish the value of a hard science degree from TAMU. While we love well-rounded Aggie grads, replacing 6 hours of chemistry classes with 6 hours of art or literature classes is not in their - or our, as those who hire Aggie graduates - best interests. Adding 6 hours of art or literature to an already long and rigorous degree plan is equally ill-advised. Putting liberal arts faculty at the head of the college of science is a recipe for accelerated faculty attrition and will hurt your ability to attract world-class scientific talent. I've seen this before, with disastrous results. I'd hate to see it at TAMU. Journalism is a dying field. Media design, production, etc. is not. TAMU does not need a college of Journalism.

Top notch academics otherwise A&M would not be such a top notch college.

Removal on non-related electives and PE courses from degree requirement. As a neuro-divergent former student, I am aware of the student attrition issue for extremely bright neuro-divergent students across the nation in colleges. The requirement to take classes that do not interest or relate to what the student wants to achieve places a huge burden on neuro-divergent students in completing their degree requirements. Also, it imposes a financial burden on all students as college students suffer a debt problem. This also reduces the time it takes for students to get the needed degree for their profession. It took me over 5 years to get a computer science degree because I also had to work throughout college. If I was able to only focus on my field of interest, I could have completed my masters as well in the same period of time. A more focused education benefits all students as they enter the work force because the barrier of entry of knowledge and experience in their field is so high.

I think that this will help students grow.

Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens sounds like a waste of investment, money, time, and resources

## Academic and Strategic Collaborations - Other

Please provide your comments related to Academic and Strategic Collaborations:

Cushing Library is a RESEARCH facility and should not become a "museum" with static displays encased in glass and unavailable to students and researchers.

N/A

Agree with recommendation 1 except the incorporation of the Office of Diversity and Inclusion. Agree with rec 2. Agree with rec 3. Agree with rec 4.

NA

How does the Office for Diversity align with this office's "aims to prioritize relationships between TAMU and Texas, particularly the communities where TAMU campuses and programs reside"? Since the Office for Diversity primarily addresses inclusion, diversity, equity and accountability within the institution, it isn't clear how Academic and Strategic Collaborations' external emphasis aligns with the OFD's current work and mission. Further, though investing in cultural centers and similar institutions enriches the entire campus community in College Station, are there Galveston corollaries for such investments? Were the surrounding communities for both the Galveston and Qatar campuses interviewed to



determine their needs and relationship to their respective institutions? The Galveston campus faces many of the same challenges as the main campus where the surrounding community's cultural resources are concerned.

I have been reading numerous posts that some departments don't have a solid student advising system. Students are waiting up to 4 hours and being turned away if they try to talk to them about a graduation plan.

This is one of the more complex recommendation and my question is; are these recommendations full tenable? Here are few specifics I would recommend be considered. - The Becky Gates Children's Center must be closer to supporting our academic early childhood education students and priorities in the College of Education and Human Development. Thanks to the Board of Governors and university administration we have simultaneously made significant faculty and research investments in early childhood education, plus cultivated a very positive collaboration with the Charlotte Sharp Children's center and the public, private, partnership. Bringing these three (two learning centers into our academic program) forms a powerful and high impact learning opportunity to our students and a real focused opportunity for the College of Education and Human Development. - Finding #2 and recommendation #2 are really important and continuing focus our Byrne Student Success Center.

Love "Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens!"

n/c

My company is reaching out to each major College or Agency in order to start the slow process of building relationships, gaining visibility, and then moving to investments. So these findings seem to support a "mission" that would positively impact our mutual success.

none

Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. Cushing Memorial Library Archives was not mentioned in this section; however, it seems to have appeared on this section's organization chart.

I want to provide the following feedback and information about Cushing which was missing in the report: Cushing has an integral role in the academic mission of the Libraries and the land-grant framework to provide education, programming, and initiatives across campus with a focus on primary resource research. Understanding and participating in primary research is critical for every student on this campus. The University Libraries has been striving to provide primary research in its information literacy program. Though open to the public, Cushing is not a museum. The collections are used and available to everyone. Cushing contains over 337,000 volumes and approximately 18,367 linear feet of manuscript materials. Cushing houses the University Archives, manuscripts, and rare books as well as maps, LGBTQIA+, Science Fiction and Fantasy, Texas, Africana, Gender Studies, and Colonial Mexicana collections. These collections are for the purpose of academic research and instruction. These collections are purchased to be used for active study, research, and as teaching tools. Donors for the University Libraries donate to the Libraries as a whole. There are some donations that are targeted to one of our specialized collections or a specific library building. But all donations come in under the University Libraries name. Detangling donor agreements if Cushing is removed from the University Libraries will be a logistical and legal issue. University Libraries also have strong relationships with donors who donated to other colleges and departments on campus. We are often the chosen location for a donor after they are dissatisfied with the ways another department or college has handled their gift. We can anticipate unhappy donors if Cushing is removed from the University Libraries. Cushing's personnel consists of 4 staff and 13 T/TT and APT faculty members. These individuals are enough to keep Cushing open M-F 8:00 am - 6:00 pm and cover the curation needs of the collections. However, Cushing cannot sustain itself on their personnel alone. There are 9 units in Evans Library, over 50 individuals, who provide necessary operational support to Cushing. Cushing would not be able to function without this level of support. Evans Library is able to provide the support as we have centralized our functions for the purpose of efficiency and effectiveness. Cushing does not have a budget. They rely on 4.5 million dollars of endowment funds, just \$600,000 of which is spendable funds. Evans provides the necessary funds for payroll and benefits, collection acquisitions, facilities projects, preservation, cataloging, digitization, and more but does so with the understanding and belief that Cushing is an important integral member of the Libraries organization and mission. With 13 TT/T and APT faculty in Cushing, I am unsure of how these individuals would retain faculty status if moved to a non-academic reporting line. The proposed Academic and Strategic Collaborations reporting line is not part of an academic hierarchy. There is only 1 administrative position amongst the 13 faculty members. All other faculty members

are non-administrative. Cushing is a vital part of the University Libraries and is supported because Cushing adds tremendous value to the academic mission of the University Libraries. If removed from the University Libraries, it will need substantial investment and time from the proposed Academic and Strategic Collaborations. It is not a piece that can be removed and stand up on its own. It will be costly. I am happy to see the cultural interest in Cushing; though, I want to emphasize that its function is grounded in academics and research with global scholars using our collection to further their research. Over the past decade, the University Libraries have approached previous University Administrators and The Foundation to support efforts to elevate Cushing's academic mission. We were told it was not a priority. I am excited about engaging with the University Administration on how we can keep Cushing within the University Libraries for its academic purpose and further promote and elevate it as a campus destination.

PLEASE invest in cultural centers, performing arts, museums, and campus gardens. As a young family in the community it would be amazing to have more access to these things and would likely retain our family in the area longer. It would be especially helpful for these events to be affordable and accessible and friendly to young kids. My husband, father, and I all work for Blinn and TAMU, and we have 3 kids under 5. We are always looking for things to do as a family, and I would love to expose my kids to more art and culture. We love going to the Leach Teaching Gardens and would love if that were even bigger than it is. My dad has personally served on faculty hiring committees where candidates have been swayed to accept offers from other universities due to the lack of community assets in the BCS area. We need this to continue to attract good talent!

Strongly recommend more participation from current and former industry leaders at all levels of A&M's organization...administration and teaching....especially former students...

As a retired TAMU: tenured faculty member; masters program coordinator; endowed professor; research center associate director, University Grievance Committee chair, faculty senator & College of Architecture faculty senate caucus leader, I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

No comment.

- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose “blue collar”, “1st generation” and “make it happen” students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC's influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC's influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

I am all in favor of increasing the relations between the university and the local population, but does everything have to be done on the university campus? We already have three theaters; what additional facilities are needed for the performance arts center that is recommended? No details are given. Similarly, there are several museums locally, as well as art galleries in the MSC. Do we actually need another museum on campus? What would it showcase? Again, there are no details. It seems to me that there is potential to expand the existing Brazos Valley Museum, rather than build an additional one on campus, and that this might be a better way of integrating TAMU with the local community. Certainly performing arts can be greatly expanded. When I first arrived in College station, there were regular performances by students that were advertised widely and drew local support. Now, I have no idea what, if anything, is being done in this vein. I have spent time at Louisiana State University, where there is a thriving music department as well as a very good stage performance department. As a result, students put on numerous concerts, often as part of their final degree, and stage shows. This also comes under the Academic Realignment section of the report. As I have not been involved directly in student recruitment, I cannot really comment on the suggestion to establish a specific office for this purpose.

Students either come to TAMU primarily because of family ties, or because they want to study a specific subject and we have managed to convince them that TAMU is better than elsewhere. This requires members of the individual departments, who know the requirements and can give personal anecdotes, to be able to speak to potential students, rather than centralized office personnel who do not know how each department operates.

Professors who don't respond to student emails and/ or calls MUST be terminated. Of my son's 4 professor's only 2 responded to my son and Dr. Scott's communications....an absolute sham when our money pays their salaries. The pandemic along with social media have really brought this wide spread issue to light across many different majors/depts.

In my previous experiences as a program officer with a large Texas-based private foundation, I, and many of my colleagues in the foundation community, were always curious as to why TAMU did not seem engaged in important matters concerning the state (education issues , in particular). TAMU appeared too closed and insular for an institution with such status and potential. The new Academic & Strategic Collaborations unit, and its proposed responsibilities as articulated in the report, provides TAMU a significant opportunity to appreciably engage important external constituencies. In my view, this is a major advancement toward leveraging TAMU's intellectual and community service/engagement horsepower to bring it on par with what I see as Texas' most engaged university--UT Austin. The VP appointment was a superb choice!

Make sure students have advisors and required minimum meetings per semester

N/A

My only comment here is that any additional focus on student recruitment and retention must be backed by additional scholarships and financial aid programs. The college-aged population right now is highly aware of how expensive a college degree is, and no amount of restructuring, focusing on underrepresented areas, or leveraging connections will change the reality of high tuition costs.

You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

The gap between what's being taught in college classrooms and what's going on in the professional world seems to be ever-expanding. Which is probably why trade schools are growing exponentially. For example, some people don't want to sit through a class on Medieval Philosophy and Ballroom Dancing as a requirement for a construction science degree. For me personally, what I was being taught in the classroom and in design studio had almost nothing to do at all with real-world professional architectural practice. I would like to see more classes taught by professionals in their fields. Not someone who's been a professor their whole career and merely read about something in a book.

I think the college needs to remain separated. For starters it is already next to impossible to get into the college of engineering with excellent scores and grades. Also the college of engineering does not allow you to go into a specific major until after your first year. A&M has a very high ranking for both colleges, why rock the boat and change now.

Ag has centralized advising and computer support...this has been bad for students, faculty and staff...administration never understands the impacts of consolidation of services since their needs are always given priority. Faculty are reporting problems getting served and the inability to develop sustained relationships with particular computing staff members. Advising needs to be as close to the students/depts as possible...in RPTS my home dept, advising was a key strength developed through personal relationship between faculty, staff and students. Again, A&M is a huge place, centralizing will only make it seem bigger.

This segment seems like a waste of money.

TAMU is surrounded by other system member agencies in College Station yet there seems to be little effort in collaborative research and education efforts. Particularly looking at the areas of emergency preparedness and response it seems like a greater partnership between TAMU, The Bush School, and TEEX could open many doors. Specifically while there are emergency management, fire administration, and criminal justice degree programs in the broader TAMU

system very little effort has been given to bringing those programs closer to one of the nation's principal training venues at Brayton Fire Training Field. Furthermore since TDEM is now a system member working together to further the amount of qualified emergency management practitioners in the state would only further aid the system as a whole. Beyond the system there have also been numerous fire service studies conducted by UL/NIST with the University of Illinois and Illinois Fire Service Institute, why not get involved in this lifesaving research when TAMU and TEEX are literally across the street from one another.

Having three Aggies in the family get educated in this institution within a span of thirty years, I most definitely agree that it's time for more diversity and opportunities for minorities in order to reflect the Texas population.

See above for the provost comments

None

Why does TAMU need to expand the liberal arts offerings such as fine arts and journalism. Shouldn't Texas A&M focus on the A & M of agriculture and mechanical? Let other schools focus on liberal arts and A&M should not have to literally be jack of all trades.

I think you need to clean house or educate your staff.

I was a student there and I feel that there are no paid academic advisors to the students. I had EXCELLENT ADVISEMENT IN THE LATE 80s. We do not need a college student advising our student. A paid professional or advisor to accurately guide and ADVISE is needed. My son made poor choices based on other students advice.

This is an excellent idea and could further much needed collaboration on campus.

Let's have students in person in classrooms with real professors. Online learning is not what college should be about.

Excellent

## Q41 - Please provide your comments related to Academic Realignment:

### Academic Realignment - Faculty

Please provide your comments related to Academic Realignment:

I am very supportive of the idea of creating a Department of Journalism. It is long overdue and you are wise to propose it. The low graduation rates in the last two years are related directly to the constraints created by having to work with a University Studies Degree, with having only three faculty, and without a School of Communication and Journalism. When Communication took over the Journalism program, it was in some disarray. There were only two dozen students so that accounts for why there couldn't have been more graduates. There weren't any students to graduate. In the short two and half years of association, the number of students has almost tripled. There hasn't been enough time to see those students graduate. Please don't let two years of data define the accomplishments of the association of Communication and Journalism. A School of Communication and Journalism continues to support the excellent synergy between these two programs. We salute the forward thinking leading to the restoration of the degree in Journalism. By taking the next step now and putting the two programs together in a School of Communication and Journalism, Texas A&M University will step up to the next level to be on par with other well known programs in the State and with other peer-programs nationwide. We want to stay together and we will continue to do great things together for the students and citizens of the State of Texas.

I am troubled that the report said that ten or twelve of our peer institutions have a College of Arts and Sciences, which means we should have one. I see no rationale, no appreciation of the complex intellectual and administrative needs of the proposed individual colleges. Even within Liberal Arts, opinion is divided. It might be productive to realign colleges and departments. I am completely open to thinking about that. But any kind of a realignment cannot even be imagined without faculty and deans at the helm. Frankly, the proposed merger appears as an effort to throw three together three colleges for which the administration has little use.

I like the proposal of relocating the Department of Visualization to the new School of Visual and Performing Arts. This will be a great synergy to a lot of collaborations among art-related departments at Texas A&M. The Department of Visualization has lots of limitations within the College of Architecture. The Visualization Department is unique and should have lots of supports from the College but the current college is not flexible to creative/experimental research activities. The ITS always sets constraints related to using the system, network, etc. Many times we had to give up things because of a lack of support and constraints. However, I also have a big concern about how this proposal will be realized. I really hope we will have a good support university (financial, spatial...etc.), and the transition will be smooth. I am the director of the Institute for Applied Creativity (IAC). I became a new director starting on September 1, 2021. I am a faculty from Visualization, and the IAC is under the College. If I move to a new College, will the IAC move with me or do I lose the institute? I believe that the IAC should move with me to the new college.

I believe the idea of a School of Arts is misguided, and the idea of putting Visualization into this school shows a misunderstanding of what has made the Viz program so successful. Rather than the envisioned "infusion of STEM" into other art fields, doing this is likely to kill the technical side of Viz; I expect Viz would lose some current faculty and be unable to recruit strong technical faculty in the future. More fundamentally, I don't see an Arts school as a priority, given the woeful lack of resources in other existing areas. I think the idea of building up Journalism is extremely poor. Journalism as a field of work is dying, not growing, and students really interested in this field already have a route to a degree. I would like to know how many of the 492 journalism graduates from UT and UNT last year got jobs in journalism. I imagine it is a small percentage, making me wonder why we would be looking to further flood the market. If I am incorrect, and there is a surprising demand for journalism majors that I'm unaware of, I retract this.

The Libraries would lose its independence and ability to serve the entire campus with equity if placed under another college. The Libraries is intended to serve all patrons, faculty, and departments with equity, and it would not be able to fulfill its mission within one college. Additionally, the Libraries is not a Library School and does not have the personnel or capacity to switch to offering Library Science degrees.

There seem to be many things in the report not supported by quantitative data or the type of documentation that would be expected in peer review. Certainly the biological sciences continue to rapidly evolve and realignments should be

periodically considered. However, additional realignments will likely be needed in 10 and 20 years, so that's one reason to proceed carefully. I think that removing biology from the College of Science is damaging. Overall, the report seems to be written to what I perceive as vice Chancellor Stover's wishes, as opposed to balanced input from the broad community of stakeholders. The proposed Arts and Sciences colleges will suffer in many respects. Due to the 3-4 differing cultures represented, there will need to be a broad layer of Associate Deans and probably more bureaucracy as opposed to less. As a pilot, the merging of the College of Geoscience and the College of Science could be carried out.

I believe strongly that removing the Construction Science department from the College of Architecture would be a dreadful mistake.

Finding #6 - Librarians at Texas A&M are already teaching in courses via collaborations with the instructors across many, many disciplines. We do not have a dedicated 'library' course, but we work with instructors to integrate information literacy in courses. The description of developing a degree program in library science seems to misunderstand the function of library science programs. Universities that have library science programs are focused on educating and developing more librarians and archivists. These programs (and their faculty) exist apart from the campus library and their faculty & staff. Though sometimes the campus library faculty may teach occasional courses in the library science program, the library science program faculty do not work in the campus library. It is unclear from the report if the development of the degree program would result in recruiting specific library science program faculty, but in order to be a competitive program the university would need to consider that. Additionally, the library market is fairly saturated, and if the university is serious about beginning a library science program, it should conduct a deeper analysis of the market. A bachelor's in information science could be valuable, but may compete with already existing degree programs at the university. My second concern with this is that this finding also suggests merging the University Libraries with the new College of Arts & Sciences. Currently the University Libraries collect and make accessible materials for ALL of campus, and controlling our budget allows us to make evidence-based decisions about our subscriptions, collections, spaces, personnel, and other resources. Putting the University Libraries under a single college could hamper these efforts, either in actuality or in perception. The faculty and staff of the Libraries work hard to be a hub for ALL, and the optics of a single college reporting structure is not ideal.

This section has sweeping changes. I appreciate the emphasis on building a stronger performance environment and highlighting arts in the area. This is definitely needed. But, the creation of 4 gigantic colleges and then leaving the others as very small raises concerns about how funding and resources will be distributed. There is no discussion of how Dean's of these various smaller colleges - Architecture, Bush School, Mays, Education - will be able to operate within an institution dominated by 4 gigantic colleges. Further, I don't see how having those gigantic colleges supports students. The evidence is mixed in the report as to what comparative universities have along these lines. Furthermore, these smaller colleges are not just applied as is commented in the report or should not be focused solely on putting out very specific workers for Texas. All these colleges do fundamental science. The emphasis for what will become a second tier of small colleges doing "applied work" will degrade the ability to attract strong faculty (who ALL do research) and thus weaken those educational programs for students. I, in fact, am one of those faculty who may choose to seek employment elsewhere if the emphasis on research is taken from our college. It seems some of these suggestions were made without adequate understanding of these colleges. For example, the description of the college of architecture is wholly inaccurate.

First, I want to make anyone reading my comments aware that I am a first-generation Aggie, an alumnus that graduated with a Master of Science in Building Construction in 1983, worked in the construction industry for more than 40 years, a senior lecturer in the Department of Construction Science and I am pursuing my masters in Construction Management in our Department currently. My comments relate to the last two sentences of Finding #9, "There are three Colleges (Veterinary Medicine, Architecture, and Education) where a renewed focus on mission is needed to meet the needs of the state and position themselves to increase in national rankings and reputation. Four actions are recommended to address these issues and refocus education and research activities appropriately." This Finding boils down to a generalized statement that affects the College of Architecture and that resulted in "Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning" and this recommendation was defined as "To assist with more focus in Architecture and Landscape Architecture & Urban Planning degrees, relocate the Department of Construction Science to the College of Engineering and the Department of Visualization to the new School of Visual and Performing Arts in the College of Arts and Sciences" And lastly the last paragraph of, "Rationale #9C The Department of Construction Science is nationally recognized as a top program by the construction industry. There are significant connections between this department and the Department of Civil

Engineering, Department of Mechanical Engineering, and Department of Engineering Technology. Also, research connections with the RELLIS campus and the Center for Infrastructure Renewal provides avenues of collaboration with the Texas A&M Engineering Experiment Station. Moving the Department of Construction Science to the College of Engineering will enhance the educational experience and research potential for faculty and students in both organizations." So, what has been done is summing up the entire Construction Science Department in less than two hundred and fifty words, for a program that Martin+Crumpton Group LLC obviously knows nothing about and could really care less. For a program that has continued to grow and improve over several decades of time. Well I want to tell whomever reads this report that I have asked alumni, I have asked professors, I have asked students, I have asked persons in the construction industry, if they had been asked to participate in the initial survey and I could find none. The only person that I know that participated in the report was the Dean of the College of Architecture. The results of this report are a death sentence for the program that I attended as an undergraduate, I participate in as a CIAC member, I participate as an alumnus, that I currently work at, that I currently attend as a master student and that I love dearly. This report states that "The Department of Construction Science is nationally recognized as a top program by the construction industry." This statement in itself should merit the question, why change what is great? The department is great and probably the best in the United States! I do take great exception to the next statement, "There are significant connections between this department and the Department of Civil Engineering, Department of Mechanical Engineering, and Department of Engineering Technology." I have worked in this industry for over forty-five years and this is not a true or factual statement and instills the fact that whomever wrote this report knows nothing about the Department of Construction Science! The architects that we work for or with are the ones that work directly with the engineering companies. I also know that the engineering school already has a Construction Management and an Architectural Construction degree. I am assuming that these degrees will address the construction companies that work with the engineers directly. I was even told by Exxon recruiter that they are now come to our career fair because engineering is no longer producing students that have the ability to cost, or schedule, or manage their build projects. I have addressed this with my heart, going out to our students that are already treated like second class citizens by the engineering students. What is it going to be like if we move from Architecture to Engineering, will the entire department be treated like second class citizens? What will change, will we be able to work as we have with the College of Architecture in not trying to make architects out of our students, but to be allowed to teach them what they need to be successful contractors? I love Texas A&M, but I love the students more. I hope that wisdom will prevail in doing right by the Construction Science students. I will let others quote the statistics, but some time the heart and logic behind what is planned must be taken into consideration. Based on my comments, I would hope that the Department of Construction Science will be allowed to remain in the College of Architecture and that the University provide needed support to help improve the College of Architecture to the expected levels. If the college fails then look at assimilating the Department of Construction science into the College of Engineering. Let's remember the quote from Stan Marek '69, Marek Brothers Systems, Inc. "Our Aggie grads are second to none, and the quality keeps getting better." Thank you for allowing me to express my thoughts!

the most offensive part of the report was calling the incredible students that are University Studies Students - unqualified for a major within a college. This is absolutely untrue. To force this into a college of arts and sciences only is not bringing this program to its greatest potential. One of the greatest parts of this report is the idea of ARTS - although, i am not sure this is the home...a College of Arts and Sciences. Maybe this could be part of the College of Architecture. it could be a College of Art, Architecture and Construction. the performing and visual arts would blossom. It there would not be a tenure concern for faculty across a college that ranges from science to art. What makes the Department of Construction Science as successful and to have climbed to the top construction science program in the country was it's separation from the College of Engineering. What has made this program successful will not be successful within the College of Engineering - the character of the student will not be the same student within the College of Engineering.

Regarding finding #2 as a member of the visualization department I see AMAZING opportunity HOWEVER I am concerned as the mechanics of putting something like this in place. Right now, as a department, we have new leadership, we lost a lot of full professors to retirements, leaving gaps in expertise - to be successful we would need to approach such a change with careful thought to the structure and leadership organization. I believe we would need 1. a large injection of funds to recruit AND retain existing faculty 2. Ample resources including SPACE 3. Engagement from industry and the community 4. LESS burden on faculty and staff than currently exists 5. A clear path to tenure and promotion I also wonder why move Viz out of Architecture at all - why not strengthen the existing interdisciplinary

collaborative environment and establish new departments for performing arts HOUSED in COA VIZ exists BECAUSE of Architecture - we have the potential to elevate COA - with renaming and rebranding but keep the existing four departments and add more.

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Academic realignment is best left to faculty. You wouldn't have MBAs do a reshuffling of cardiovascular surgeons. Why reshuffle departments that already know what they are doing?

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1. While intrigued about the implementation dynamics, the emergence of a super college is not likely to work well. The benefits of standardization, especially advocated by APTF, are obvious; however, the mixing of college cultures would probably paralyze any dean trying to manage this. The idea that a Art/Science College would be a major quad-legged of stability assumes Agrolife and Engineering are willing accede their special status. 2. Im particularly worried about losing the "Geoscience" culture, and for better or worse, the college maintains a green/environmental attitude that isn't apparent anywhere else on campus. They have a positive and necessary focus (for the Earth's future) and I doubt it can survive the transition. 3. The cherry-picking around Architecture and Bush School programs are odd; we had a Journalism department and it imploded; library services are hard to situate and most librarians are not tenure track, so not sure they would excel in a large college.

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The proposed academic realignment is highly disruptive and as such has the potential to significantly undermine the research enterprise of the university. Moving the Biomedical Sciences Undergraduate Program from a home in which it has been highly successful has the potential to disrupt the recruitment of Aggies to the health professions schools. Currently the BIMS undergraduate program provides over half (55%) of the Aggies currently accepted to medical school and 45% of the Aggies accepted into dental school. A significant reason that this program is successful is that it is taught in a professional school by professionals (DVM, MD, and other doctorates that require licensure) who also have PhD degrees. This is critical for providing the mentorship students need for successful applications to Texas professional schools. Changing this model has the potential to lower the recognition and reputation of the program. I write this as a former BIMS student. I do not teach in the BIMS undergraduate program. Current BIMS students also feed into the current research and graduate programs within the College of Veterinary Medicine and are a key component of our research success. If the BIMS undergraduate program is moved, it is crucial, to ensure success of future students, that it includes a significant percentage of instructors with DVM, MD, and similar degrees. The proposed movement of the libraries has the potential to significantly undermine the accreditation of the degree granting programs within the university. An independent library system, belonging to no single college but to the university as a whole, is absolutely crucial to our success when we are compared to peer institutions during accreditation processes. We currently have a world-class library that serves as a repository for federal government documents as well as serving as a resource at the state level. Moving the library into a single college will create significant confusion during accreditation visits and undermine our ability to successfully compete with peer and aspirational institutions.

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Of all components of the MGT Report, this section was the most nonsensical. The proposed College of Arts and Sciences would become quite large, the College of Education would be split in half, the College of Engineering would grown even larger, while the tiny College of Vet Sciences would get a new building. There is no clear logic with respect to why any of this is necessary.

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The report failed to mention the sizes of the peer-institutions that house their schools of liberal arts and sciences in a combined college. This recommendation makes no sense for Texas A&M. I attended a large private university and graduated from The College of Liberal Arts and Sciences. They split into two colleges, Science and Liberal Arts after I graduated. It has remained that way for over 30 years, even after undergoing a deliberate contraction. A public institution I also have a degree from, has a College of Natural Sciences as well as a College of Liberal Arts, despite being much smaller. That school has eight colleges that are balanced in size including Veterinary Medicine and Biosciences. I think that aggregating colleges sets up an imbalance among the goals and practices within that college as the requirements for tenure would be very different for a science faculty and an arts faculty. Resources will always be given to the more financially-successful sciences faculty at the expense of the arts faculty. Keeping biology faculty in the College of Science can help to prevent any perceived need for realignment.

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Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. This recommendation is motivated by the finding that a majority of peer institutions have colleges that combine liberal arts and sciences, and that such a combination will provide stronger advocacy for liberal arts education. This would mean that my department, Atmospheric Sciences, and the other departments in the College of Geosciences would become part of a much larger college. If the recommendation is accepted, it would still be worth preserving some aspects of the shared scientific culture of the geoscience departments



by forming a School of Geosciences within the larger college. The four geoscience departments, Atmospheric Sciences, Oceanography, Geology & Geophysics, and Geography, all share long-standing teaching and research-related collaborations that are worth preserving and nurturing. These departments have also invested considerable effort in the recruitment of undergraduates to the geoscience degree programs, and maintaining that strength in the new college structure would be important.

I think that the realignment towards a college of arts and sciences is not sufficiently argued. There may be cost-savings and, especially, that other universities have this alignment is not adequate motivation. A related issue is the suggestion to detach Biology and Political Science (perhaps Economics and International Studies) as well: what kind of normal college of arts and sciences is left? On the other hand, I very much support the idea of developing performing arts on our campus. The cultural environment is not only poor, it is markedly poorer than when I arrived here 35 years ago. I agree with the notion that students should have these outlets available as a part of a normal education. While some of us may wonder how to obtain the funding necessary from other ongoing programs, I hope they will be made the focus for solicitation of support from alumni, etc. The suggestion that we centralize advising is a silly one. Our departmental advisors struggle to understand the courses we teach, as it is; if realigned, there would be much more misinformation. Surely there is an easier way to facilitate alteration of majors, etc., although I welcome the philosophy that motivates it.

Although the rationale for all these changes seems to be efficiency, it is never stated how much these changes will save and how they will do so. Also, the costs of the changes on the functioning of units smaller than colleges is not even mentioned. This assumes that moving units around the organization will have no negative impacts whatsoever, which is not an assumption a large private company would ever make, so why is it made in relation to a university? Why is there no explanation of the problem that these changes are supposed to be addressing, and no mention of how much would be saved? Merger of Soc Sci with Natural sciences: leadership must recognize both types of work as equals. It can't be led by someone using the natural sciences way of doing things as the 'norm'. Also, social sciences do not want to become service teaching departments. The functions of DOF currently include advocating for faculty. Where can grievances and advocacy be effectively carried out in the new Faculty Affairs Unit? This move could backfire if it is not recognized that there are areas where morale is poor.

In relation to recommendation #6 under Academic Realignment, there are some recommendations concerning the Libraries that many faculty within the library support -specifically related to providing class instruction - but, the report also includes recommendations that make clear that the consulting agency is unaware of the governing ethics and best practices of the librarian profession. On the instruction front, within the Libraries is a unit focused on providing critical literacy instruction, Learning & Outreach, this unit has clamored for the opportunity to provide for credit information literacy courses and is well developed to do so. This unit would also be able to organize librarians from other library units who also wish to provide for credit instruction. Not all of our library faculty desire to provide for credit instruction and nor should they, in order to become traditional faculty instructors, librarians would need to have large portions of their defined responsibilities reworked. In our current setup, 60% of our time is credited to "Librarianship." Librarianship encompasses a large workload including, instruction (yes librarians already spend a ton of time guest teaching!), reference and consultation (which is just one-on-one instruction), collection development and management, cataloging and metadata, digital projects, etc. If the librarians are redirecting their time to traditional, credit instruction that workload will still exist and need to be managed. Librarianship is a profession, managing a library takes professionals. An inaccuracy in the report I would like to highlight is that the Libraries, Writing Center, and tutoring services have a long-standing collaboration and do indeed regularly work together – which the report suggests we do not. The Writing Center is literally located inside the libraries and situated in a learning commons style space that tutoring is offered out of! I have major concerns on removing the University Libraries independence as an entity and placing us under a specific college. This will create a bias, whether it is just perceived or a reality, that the Libraries provide preferential collaboration with the college they are housed under. The University Libraries faculty are interdisciplinary with subject expertise that cross all fields of study at the university. In addition to placing the Libraries under a college, a recommendation has been made for offering a BA in Library Science – to put it bluntly this is a cruel degree to saddle anyone with, a Library Science BA does not prepare an individual (nor credential them) to work as a librarian and many MLIS programs prefer their students to have their undergraduate degree in a specific discipline which would develop their knowledge in support of the area of librarianship they are looking to enter. Additionally, Texas does not need another library science program, there are already three accredited in the state and a number of un-accredited programs. My suspicion and fear, is that this report is the first steps towards removing tenure and even faculty status from the

Librarians. The Libraries are an integral part of the university and having faculty (and tenure!) status places the Librarians on equal footing with our professional colleagues across the university. The University Libraries has one of the highest scholarly outputs in the field and our faculty are nationally and internationally recognized for both our research and service. I understand that it is easy to “other” Librarians because we don’t provide traditional instruction at the university and as a college don’t generate revenue through enrolled students. However, through our collaborations and guest instruction we elevate the education of Aggies, we bring a strong skillset to interdisciplinary projects, and we collaborate with and provide instruction to our faculty colleagues from across the university advancing research and grant projects.

It would be sad to see Mays Business School lose its identity when it has such a strong reputation with successful and recognized programs.

I am a tenured Associate Professor in the Sport Management (SPMT) program in Health and Kinesiology (HLKN). I have been at A&M full-time for 23 years, and taught as an adjunct for almost 10 years prior to that. By service time, I am the senior faculty member in SPMT. I have been here throughout the struggles and accomplishments of building what we believe is the best SPMT program in the country. I must start by saying that I am surprised, and extremely disappointed, that our Division has been recommended to be transferred to the School of Public Health but not a single one of our 20 faculty members was interviewed before the recommendation was submitted. I wonder if the consulting group even recognized our program as a member of HLKN, had any interest in learning about our program, or just assumed that only the Health and Kinesiology programs were located here due to the name of the Department. I would have expected someone to reach out to us in order to learn about, and understand, our Division. We are the largest strictly SPMT program in the country, and are clearly in the top five along with our aspiring peers: The University of Florida, University of Massachusetts-Amherst, and The Ohio State University. Other programs could argue they should be among that group, but these four are clearly head and shoulders above the rest in reputation among the over 400 SPMT undergraduate (NASSM, 2017) and 272 Master’s programs (NASSM, 2015). We currently have 650 +/- UG students, 150 +/- MS students, and 20 PhD students. In addition, we provide classes for 200+ minor students. We have recently revamped our new curriculum in the UG program based on feedback from numerous sport organizations who hire our students. We believe it is the best curriculum in the country to prepare students for employment in the industry. Among our target employers are all the professional sport organizations in Texas, as well as numerous college athletic departments and conferences. A recent survey demonstrated that almost 20% of the A&M Athletic Department employees have earned a SPMT degree from our program. I am concerned that placing us in the School of Public Health would harm our reputation. I am concerned about our students’ job opportunities in sport when trying to explain their degrees came from a School of Public Health (which has no connection to SPMT). I researched where SPMT programs of our aspiring peers were located in their respective campuses. Only 20% are located in Departments associated with Health. The majority are in Colleges of Education or Business. The other three top programs are located in Education (FLA and tOSU) or School of Management (UMass-Amherst). The results: Location of SPMT Programs in Aspiring Peer Institutions

Institution	College	Home
Florida State U.	College of Education	Ohio State U.
College of Education	U. of Florida	Health and Human Performance
U. of Illinois	Applied Health Sciences	U. of Massachusetts - Amherst
Isenhardt School of Management	U. of Michigan	School of Kinesiology
U. of Minnesota	College of Education and Human Development	U. of North Carolina
Chappell Hill College	Arts and Sciences	U. of Texas
College of Education	UCLA	School of Management
Education 4	Management 2	Health / Human Performance 2
Arts & Sciences 1	School of Kinesiology 1	

Indicators of Program Excellence: Employment Opportunity/Placement: Among our peers, we have probably the most outstanding list of approved internship sites, such as the NFL, NBA, MLB, MLS teams, College Athletic Departments, the NCAA, College Athletic Conferences, U.S. and sectional Golf Associations, sport marketing outlets, and many more. In this regard, we are preparing the citizens of Texas to find suitable jobs in their chosen fields, in compliance with our mandate as a state flagship school. We also have a significantly diverse pool of students and faculty. International Impact: Due to our connections internationally, we have created an incredible array of partnerships with sport organizations. During the past 14 years of international education abroad programs, we have been able to create partnerships with these and other organizations: • Adidas (where we visit their home office in Herzogenaurach, Germany) • Red Bull (we are the only educational institution that they host in their home office in Fuschl am See, Austria) • International Paralympic Committee in Bonn, Germany • Bayern München soccer team in Munich (the 10th most valuable sport franchise in the world – we are the only educational institution that they host in their headquarters) • Deutsche Sporthochschule Köln, the largest sport University in the world, where we participate with their SPMT program in a reciprocating workshop each year Faculty Accomplishments: Two of our 10 tenure track faculty members have been awarded the highest honor

in our international association (North American Society of Sport Management). Six of 10 are Research Fellows in our professional associations. Numerous faculty have received teaching awards from the College, University and Association of Former Students, as well as the George H.W. Bush Presidential Library Foundation. Student Volunteer Opportunities: Organizers of athletic events regularly, and consistently, seek our students to volunteer in events such as both College Football Playoff championships, Men's and Women's "March Madness" championships, Cotton Bowl (13 consecutive years, which includes making marketing presentations to the Board of Directors after the event), numerous events on our campus, etc. I must admit that I am not familiar enough with the organizational structure of A&M to suggest where we might be a good fit. What I do know is that there seems to be no nexus between a SPMT program and a School of Public Health. I would be concerned that our peer institution colleagues would see this as a message from A&M that our SPMT program is not valued or supported in a manner befitting our reputation. I would hope that we can engage with the consultants to determine a fit that might be appropriate. Of course, I would argue a Department of Sport Management would be the best solution to allow us to further enhance our international reputation. In summary, I am primarily hopeful that our placement in the University does us no harm. We have labored long and hard to build the best program in the country, and I am hopeful that we will be able to continue to be recognized as such. I do not believe entry into the School of Public Health is that location. Finally, let me extend my appreciation for the opportunity to submit my thoughts about the draft report.

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With academic realignment I can see the connection in some of the recommendations made. My concern falls with HLKN having the suggestion of moving to the School of Public Health due to a small overlap in degrees. I recommend that HLKN should become a school of its own due to the size of our department and the infrastructure we already have in place with 4 main divisions: Health, Kinesiology, Sport Management, and the Physical Education Activity Program. These 4 academic programs are tied together for a reason because

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Although I do not oppose in principle the Merger of College of Science, College of Geosciences, and College of Liberal Arts, with inclusion of University Libraries and (proposed) School of Visual and Performing Arts... it is difficult to provide feedback on the recommendations when so little is known about the structure of the proposed College. What is the timeline? How would it be organized? What would reporting chains look like? It would seem important to me that the different components (Humanities, Social Sciences, Geosciences, etc...) of the new college were given an associate-deanship to represent their interest and work directly and closely to the Department Heads...among other things, to make sure that the different disciplinary expectations and methods for research and teaching would be still protected in the context of tenure and promotion considerations and beyond. Also it seem important to me that the centralization does undermine the principles of faculty governance and academic freedom. As faculty member on International Studies, I strongly oppose the idea of moving INTS to the Bush School and I want to emphasize that the strength of our department depends on the fact that our student receive a strong humanities based education in critical thinking, reading, and writing. The key of the success of our cooperation with the Bush School lies with the profound differences and independence of the two units and a merger would negatively affect students' preparation.

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Why is bigger better? The main rationale for this realignment seems to be that bigger is better. It isn't clear how creating a College of Arts and Sciences will create stronger advocacy for liberal arts education at TAMU. A School of Visual and Performing Arts is a good idea, but the Department of Visualization certainly doesn't belong there. Regarding journalism, this is where the consultants clearly did not do their homework. Journalism has thrived since rejoining the Communication Department, and most newer journalism programs are housed in Schools of Communication and Journalism (e.g., USC Annenberg). A stand-alone journalism department makes no sense whatsoever.

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I am not convinced by the rationale for the merger of the Colleges of Liberal Arts, College of Science and College of Geosciences. Even with peeling off certain departments from the existing colleges, this will become a mega-college, and it's unclear how this will work structurally in ways that will promote the projected big cost savings. There are serious concerns about how tenure and promotion, awards (like FDL) and funding would work in this new structure. The restart of a Department of Journalism is a high cost (and ironic, given our past dissolution of the department) proposition. Provide funding for new lines in English and Communications and work out the requirements for a journalism certificate or degree without the expense of a new department, especially one in a discipline that is changing daily. I support a School of Visual and Performing Arts, but I am really uncertain that cost savings in other areas will fund this worthy and expensive venture.

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The move toward a College of Arts and Sciences makes sense in the context of peer institutions. My strongest hope is that the leadership understands the strengths offered by the humanities and social sciences, which has not always been the case at other institutions I've worked for with a similar organizational structure. I am worried that some of the

recommendations are just poorly researched. For example, Journalism has been growing significantly since being taken over by the Department of Communication, which is evident from the data of enrolled majors (rather than looking at outdated data about graduates). The recommendations seem to be made in a manner that is detached from the best evidence, from the history of the program, and from the demands of key stakeholders who are actually involved. I worry that a similar overlooking of history is at play in the recommendations about Performance Studies, which has only just begun its process of developing as a strong academic program beyond performing arts.

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p. 25 Recommendation # 2: create a School of Visual & Performing Arts within the proposed CAS. While the Visualization Program in the College of Architecture may have been 'limited' in its growth, those limits are imposed by enrollment caps and faculty, not by its presence in the COA. The CAS context with a new School of V&PA does not necessarily offer more faculty lines, studio spaces or incentives to grow the program. The new CAS would love to have the Viz Program since few of their majors are growing and VIZ is a growth program. The limits to VIZ are from leadership and administration and classroom and faculty availability, not from its presence in the COA. p. 32 Recommendation # 6: Merge University Libraries into CAS and create new Dept of Library Science Reference was made to the University of Oklahoma's Library Science undergrad and grad degrees. Having been a faculty member for 9 years at OU and Chair of the Library Advisory Committee for 5 years, I can state from experience that having faculty lines in the University Library is not recommended. If TAMU wants a new department of library science, then create one. The primary issue at OU was that tenured faculty in the University Library were slow to adapt to changing library standards and roles. The Dean of Libraries was able to hire new younger staff with the vision, skills and enthusiasm to create a new University Library. The tenure library staff were not participants in that new vision at all and were most often recalcitrant and complaining Luddites to the process. p. 36 Recommendation #9a: move University Studies degree to CAS It is unclear why the consultants would consider University Studies majors to compromise the 'focus' and be a 'distraction' from the College of Architecture's mission. The purported connection of the Core Curriculum to University Studies is unclear and not real. Every student adheres to the Core Curriculum, regardless of major. The University Studies in Architecture students in the COA are delightful, smart and enjoy their courses. I've taught many of them and see no reason why their academic home should be moved to CAS. Unless CAS doesn't have enough to do? Then that is a staffing issue for the CAS, not University Studies majors. p. 37 Recommendation # 9c / Rationale # 9c: the inability of the Department of Architecture to improve its rankings has nothing to do with the other departments and majors in the College of Architecture. The inability of the faculty to accept leadership and change is the issue. For nearly 15 years, the Dept. of Architecture had interim department heads because no search for a new department head was successful i.e. the faculty didn't want to accept anyone who might foster change in the department. Don't use that situation as a rationale for blaming 'lack of focus' on the College.

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I am providing my feedback based on the direct knowledge, experience, observations, and understanding of TAMU and TAMUS I have gained from administration, education, research, and engagement. I have structured my response around five areas of concern. Area of Concern No. 1 As I learned when I first became dean, one of the pillars of strength of TAMU has been the "strong college model" under which the university has operated to date. This is reinforced by the fact that, despite the changes in leadership at the president and provost levels, TAMU in general, and the COA specifically, have been on a steady trajectory to the highest levels of student success (currently, the highest student enrollment, with 73,284 students in Fall 2021), faculty excellence (especially in research expenditures, with \$1.13 Billion in FY2020), and impact to the State, the Nation, and the World (as a land grant, sea-grant, and space grant institution). Given these successes of TAMU, and after reading the report thoroughly, objectively, and in detail, and based on what the consultant team was charged to do – "...to identify changes that would restructure TAMU in a significant way to increase effectiveness and transparency and to contribute to overall student success...", I have two initial questions, for which the consultants do not provide an answer explicitly in their report. These questions are: Ø What are some of the specific drivers that prompted this "high-level, comprehensive review of... the organizational structure of central offices at the executive level and administrative units at the college level..." at TAMU? Ø What is currently so broken at TAMU that merits the magnitude of the sweeping and significant changes recommended? Area of Concern No. 2 Based on my direct personal experience and professional opinion, I have serious concerns about the rigor, depth, breadth, objectivity, and quality of the findings and recommendations of the report. The consultants' make the assertion that "...over the course of three months, the consultant team conducted more than 60 in-depth interviews with key university leaders, strategic surveys of university deans and vice presidents, faculty and staff, current students, and former students, and in-depth research to identify best practices and trends in higher education through a peer review of more than 20 leading universities." Personally, I completed one survey by answering a limited number of generic questions, which, in

conversations with colleague deans, we all agreed we're not at the level we expected a consulting firm to use, and as a result, the value of the responses would be limited. Then, the survey was followed by a request for a video interview, which I eagerly accepted so I could provide meaningful input to the consultant team and a real in-depth view of the full scope and context of the COA. Unfortunately, I was very disappointed and disturbed that the interview was conducted by a young intern without too much experience, who had recently graduated from Purdue, and who attempted to educate me on what a SWOT analysis was. This makes me wonder: Ø If the quality of the data collected from me is any indication, how can I have confidence that the consultant team's findings and recommendations will be beneficial for the university at large if taken as a whole? This is troubling for me, especially after seeing the magnitude of the sweeping and significant changes recommended, in some cases without supporting evidence or meaningful analysis within the specific context of what TAMU is all about today, its history, and what it took to get to this point, and where it has been heading as an institution for many years.

Area of Concern No. 3 The recommendation to dismantle what the COA is today by taking out the two unique differentiator programs, Visualization and Construction Science, is based on an erroneous, superficial, and stereotypical interpretation of what these two programs are, and reinforces the point made in my previous question: there is no substantive rationale, no supporting evidence, and no consideration of what the COA is all about today, its origins and history within Engineering from 1905 to 1969, and particularly its evolution, and growth over its past 50 years after the College was founded in 1969. In its current disciplinary configuration, the COA does not have peer institutions that bring together the same disciplines that the College does in the way it does it. The full scope of the COA includes over 170 faculty members from a diverse range of disciplines, over 3,200 undergraduate and graduate students, and over 80 staff members, and more specifically:

- (1) 17 undergraduate, graduate, and doctoral academic degree programs, within four departments (Architecture – ARCH; Construction Science – COSC; Landscape Architecture and Urban Planning – LAUP; and Visualization – VIZA)
- (2) Five research centers (the Center for Health Systems and Design – CHSD; the Center for Heritage Conservation – CHC; the Center for Housing and Urban Development – CHUD; the CRS Center for Leadership and Management in the Design and Construction Industry – CRS; and the Hazard Reduction and Recovery Center – HRRC)
- (3) Three institutes (Institute for Applied Creativity – IAC; Institute for Sustainable Communities – ISC, which is now a campus-wide effort under the Environmental Grand Challenge; and Texas Institute for Technology Infused Learning – TITIL, which is a campus-wide multi-college effort)
- (4) Two special programs (the Colonias Program – COLP, and the Texas Target Communities Program – TTCP, which started in COA and now is a part of Public Partnership & Outreach in the Office of the Vice President for Academic and Strategic Collaborations)
- (5) Full occupancy in four buildings (Langford A, B, and C, and Francis Hall located at the TAMU campus), partial occupancy in three buildings (Scoates Hall and the Emerging Technologies Building – ETB, both located at the TAMU campus in College Station, and COA North at the Perry Building located in downtown Bryan), and a presence at the TAMU Higher Education Center (HECM) in McAllen, TX, where a B.S. in COSC is currently being offered
- (6) Several laboratories and research groups/units addressing specific knowledge domains (located at the TAMU campus), and a research laboratory presence within the Energy Systems Laboratory – ESL (located at 7607 Eastmark Drive in College Station), and at the Center for Infrastructure Renewal – CIR (located at the Texas A&M System RELLIS Campus)
- (7) A woodshop and maker spaces (located at the TAMU campus in College Station), complemented by two hands-on research/education/ demonstration facilities, the Automated Fabrication and Design Laboratory (located on a 7-acre site and a 14,000 sq. ft. facility at the Texas A&M System RELLIS Campus), and a future Construction Field Laboratory (with several facilities to be located on an 8-acre site, also at the Texas A&M System RELLIS Campus)
- (8) Several study abroad programs throughout the world, including programs in Italy, Spain, Germany, England, and special programs in various countries

What makes the COA different and unique compared to other colleges of its type, and what makes it be a valuable asset as it is for TAMU, the State of Texas, our Nation, and the World, is not the perceived core mission of individual disciplines as indicated in the report, but rather and more importantly, the diverse yet cohesive nature of interdisciplinary collaboration that comes together in delivering the highest quality of life for people, the highest quality of place where people live (in the built, natural, and virtual environments), and the highest quality of human endeavors (what people do in a place within the social environment), through what the COA offers through its portfolio of academic programs. Individual rankings in the disciplines housed with the college are not relevant to the real value the COA brings to the professions it serves across the complete life span of the built environment: from urban planning & design; through architecture, landscape architecture, & land and property development; to construction and facility management, through the students it prepares, the research of its faculty, and the communities it serves and with which it engages through practice, outreach, and service. Based on these facts: Ø The report states that "...there is an opportunity for university investment and positioning the College of Architecture to become the best in the nation with

unmatched impact. To do so will require investments in new faculty and an innovative education and research facility by the university administration..." So, why couldn't TAMU make the recommended investments in new faculty and a new facility, as the College was already planning to do before this report came out? In fact, the College was ready to change its name to the College of Built Environments (CBE) to account for the scope of our contribution to the Built, Natural, and Virtual Environments. Ø Similarly, why couldn't TAMU in general, and specifically the College of Engineering, leverage the solid foundation that Construction Science has already established over so many years through the high caliber of its graduates, combined with its stellar reputation within leading the Construction Industry, particularly in Residential, Commercial, and Institutional Projects, and make an investment in developing Construction Management courses, minors, certificates, or articulated programs for students interested in other sectors of the industry like industrial and heavy civil construction? As a point of reference, Engineering was able to create the Architectural Engineering (AREN) Program with the full support from the College of Architecture, so why can this approach not be emulated with Construction Management for Engineering Projects? Furthermore, as the report notes, there is already a close alignment and collaboration among faculty and students with the Center for Infrastructure Renewal and with the approved Construction Field Lab at RELLIS. Ø Finally, the unique nature of Visualization, which fuses art and technology, stems from its origins within Architecture and the subsequent emergence as its own discipline through the infusion of computer science, creating an unparalleled collision of STEM and the Fine Arts. Today, Visualization is more than animation in movies (e.g., Pixar) and games (e.g., Electronic Arts). What is gained by cutting its roots and extracting it from the College in which it was born, and where it has grown, matured, and evolved? The COA and Visualization have always been supportive of the Arts, and they even have considered themselves as the home for the visual arts at Texas A&M, and other types of fine arts. So, why couldn't TAMU consider instead, bringing into the COA the recommended School of Visual and Performing Arts? This would elevate, accelerate, and consolidate the presence of the Arts at TAMU while creating an unparalleled learning experience for students, research opportunity for faculty, and a focal point for creative industries. Concern No. 4 The recommendation to reassign University Studies to the College of Arts and Sciences is completely misinformed: "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a college degree program, the University Studies program should be unified in the College of Arts and Sciences." This statement is quite offensive to all our students in the COA who are in the USAR program. Students from this program have transitioned effectively into the four departments as a change of majors, and upon graduation, into our graduate programs as career change students. Ø Our College answered the call when the University Studies program was imposed on all colleges. We have nurtured and protected these students and have been in the process of elevating them in many ways, particularly to ensure that they have the best learning environment and experience, and to develop a sense of belonging. In fact, they could be a full department of their own in the COA based on the number of students we have. I would never refer to them as distractions, as unqualified, or as uninterested. Concern No. 5 Overall, I am concerned that in their overwhelmingly strong push to centralize every aspect of the functional areas and academic units at the university, the consultant team is not considering that TAMU already has been there, and it did not work. The diversity of the colleges and the core soul of TAMU requires contextualization and personalized attention to its diverse constituencies, which a centralized command and control approach cannot deliver, as it is obsolete in the era of industry 4.0, IOT, distributed intelligence, interoperability, modularization, miniaturization, rapid agility, scalability, adaptability, self-organization, emergence, innovation, customization, and intra- and entrepreneurship, among other trends in business and academia. I could go on and on, but I think I have made my concerns clear, and I welcome the opportunity for dialogue or further discussion should you consider it necessary. In closing, whatever decisions are made and actions are taken, I have respect, trust, and confidence in your knowledge, experience, and character, so I know that whatever the outcome of these recommendations are, I will be ready to support you in any way I can. Ø So, my final question is: in moving to the future, why would TAMU take several steps back and continue to be compared to other institutions, instead of building on what makes it great, and leapfrog forward?

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If I will have to grade this MGT report on Academic Realignment, I would give a B. The discussion on the benefits and costs of each recommendation is completely missing, which is the essential criteria for the decision. For example, recommendation 1 suggests combining the college of liberal arts, the college of science, and the college of geosciences to create a new college of arts and sciences. What is the benefit/cost of this action? Finding #1 suggests that many other institutions house liberal arts and sciences and it will lead to one of the largest undergraduate programs. What is the advantage of having a large program? Rational 1 mentions that "this larger college structure creates a stronger advocacy for the liberal arts education at a STEM-focused university." How much? How strong will be? How many more students

will decide to come to TAMU even if they get admission to UT-Austin? The report should at least suggest how does this changes high school students' preference on TAMU or how much US new ranking will be improved. And then what are the costs of merging? The report does not show any numeric values of benefits and costs and it is really hard for me to decide whether each suggestion is good or bad.

While well-intentioned, merging CLLA, COS and COG will be difficult, and the rationale is not clear. Speaking as someone trained in an Arts & Sciences college, I'm not opposed in theory, but I am extremely concerned about implementation, in multiple respects. New departments in journalism and library and information science will be costly; the former is not needed, and the latter is not feasible. It's important to move stepwise so as to manage costs and wear and tear on employees who are already exhausted from COVID and uncertain about their future. Therefore: if we go forward with the merge, we focus only on that, with no other changes, so as to give ourselves time to develop and tweak a new administrative structure, bylaws, T&P processes, etc. After that is in place, we can reconsider recommendations re. moving departments in and out of CLLA and establishing new departments or units (such as the School of Visual and Performing Arts).

I disagreed with the "Recommendation #9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology" due to a number of reasons. First, the Department of Health and Kinesiology (HLKN) includes health, kinesiology, sports management, and pedagogy division. None of the School of Public Health in the U.S. includes the majors as kinesiology, sports management, and pedagogy. It appears that the Company does not understand the history and field of Public Health. Second, School of Public Health needs to get the CEPH accreditation, which requires a high number of faculty to obtain degree from Schools or Colleges of Public Health. KINE has over 100 faculty and most of them did not get a degree from Schools or Colleges of Public Health. Consolidating HLKN into the School of Public Health may make the School of Public Health lose the CEPH accreditation, which is bad for TAMU and students. Third, the salaries of faculty members at School of Public Health are much higher than HLKN. For example, an assistant professor's salary at School of Public Health may be \$10,000 more than an Associate Professor's salary at HKN. Consolidate HLKN in the School of Public Health will need to raise the salaries significantly for over 100 faculty for equity issue. This will increase the financial burden of TAMU. Fourth, although the MGT report argues that there is very similar between Department of Health Promotion and Community Health Sciences (HPCHS) at School of Public Health and Health Division at HLKN, this is not true. The graduate degrees at HPCHS are applied and practitioner's based degrees - Master of Public Health and Doctor of Public Health. Most of graduate students are part-time students. But, the graduate degrees at the Health Division are research-based degrees – M.S. and Ph.D. Most of graduate students are full-time students. Consolidating the health division at HLKN into HPCHS will lose the research capacity. Moreover, the Health Division at HLKN has about 1,500 students, many graduate students, and 20 faculty. The number of faculty and students and even the funding are much higher in the Health Division at HLKN than HPCHS at School of Public Health (only 5-6 faculty and are short of funding). HPCHS also has lots of problems, such as administration and student recruitment. This department has changed the name for at least one time. Their current Department Head is internal and is also the Department Head of Environmental Health. It does not make sense to ask a well-function division to merge to a small department. Lastly, consolidating the HLKN in the School of Public Health will make the college (CEHD) as the smallest one at TAMU. The CEHD has a good ranking based on the U.S. News. Losing HLKN faculty (over 100), students (over 3,000), and funding will lower the ranking, which is not a good thing for TAMU.

I strongly advise against moving the University Libraries to a division under the proposed College of Arts and Sciences. The central location of the Libraries is integral to them providing necessary services and support to our faculty and students. It also appears as if the report writers erroneously assumed that the Libraries are an academic unit that awards degrees (such as the MLS or BLS), which is not true in the slightest. It also makes little sense to have the Libraries budget be part of the College of Arts and Sciences when a significant portion of their budget is part of Acquisitions. The cost of materials for Engineering and the medical sciences, which are not part of the proposed College of Arts and Sciences, are significantly higher than the acquisitions related to the arts and sciences. In terms of the proposed College of Arts and Sciences, I'm actually not against it as I come from a liberal arts background, but I do worry that many of the social sciences and humanities (which form a core in such colleges) are not actually in the proposed College. It seemed like the much of the organization was based on achieving equal-sized colleges as opposed to considering what the actual mission of a College of Arts and Sciences would be. This is something that I'd like to see much more conversation on before moving forward.

I am not opposed to the combining of Liberal Arts and Science as I feel it will highlight inequities and provide opportunities for interdisciplinary collaborations. With that said, I think the report has an antiquated view of what the arts; it is aligned surprisingly with the THECB --- they view arts as the "aesthetic and pleasing elements of life" ---- this is putting arts and humanities back 50 years! Don't you know we dissolved the Journalism program a few years ago? I laughed out loud when I read the need for it in the report. Libraries belongs and supports everyone. I do not support it being bundled under A&S. The one major bureaucratic problem at this university is the INABILITY to cross disciplinary divides and teach/research/innovate using the diverse knowledge that exists. We have built impenetrable silos with some colleges/depts verdantly defending turf and words like leadership. entrepreneurship, culture etc. This needs to be solved. Why pick on Biology? Why not pick on Engineering? Why not pick on the Corp? From experience teaching form both these units, these too have many flaws.

Good plan if you eliminate lots of redundant administrators, but just window dressing if you add another layer (e.g., a superdean of Arts & Sciences but nothing changes below).

To move the DEI to a non-academic unit would be disastrous for minority students and faculty. One cannot recruit to a non-specific unit. As reflected in demographic numbers, the draw of TAMU as a whole for minority students is declining steadily. To move Diversity matters into a non-academic portal would weaken an already declining constituency of both faculty and students. Support, both financial and personal, must be provided by Texas A&M to students and faculty of under-represented groups.

Merging the colleges of Liberal Arts and Science will likely be a way to systematically underfund the departments within these colleges by creating a "College of Service Teaching". It will not surprise me if the units currently doing stellar research in these colleges start to have significant retention problems with their star research faculty and are left only with service teaching. I also find the justification for the combination of the colleges to be spurious -- the report points to many universities where they are combined, but they are typically that way for historical reasons. I see no reason why you would \*choose\* to combine them at this stage nor do I see any examples of universities that have chosen to make this change recently.

It is strange to me, as a professor who studies and teaching Writing and Rhetoric, that writing is not mentioned at all throughout this document. Writing is central to the mission and success of the university as a whole, and undergirds Recommendation #3. This is a huge part of what we teach in the English department (and our friends in Communication), and yet our attempts to support writing across the curriculum and the disciplines has not been consistently supported or recognized. Likewise, our basic curriculum is engaged in teaching information literacy. Please invest in and expand what we are already doing rather than creating programs from nothing to fit a perceived national need. We are poised, for instance, to create a more widespread program in technical and professional writing that could serve for both information literacy and advanced writing both for majors and nonmajors alike. In that regard, I would be fine with a merger into a College of Arts and Sciences as long as it produces more opportunities for collaboration rather than increased oversight, especially since those in the Humanities will often lose out to those in the Sciences. I should also note that I am in favor of Recommendation 9a: as someone who did a "build your own major" at the University of South Carolina (graduating in 2009), and who has assisted at least one student through the program here, I can say that our current program is less than satisfactory. The program needs to be more deliberate on the part of the student rather than a kind of "garbage" major for those who switched a major too many times. I think bringing it into a College of Arts and Sciences could do that, but won't necessarily. So I think we'll still need to think about what to do with that major.

In connection with my role as senior associate dean of Texas A&M University School of Law, I, along with the dean of the law school, prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

The merges encouraged here do not seem to reflect the history and structure of our colleges. Much more deliberation with stakeholders and communication of what goals these sort of alignments are supposed to meet would be needed. Libraries serves the whole university and would be best continued serving outside of a particular college.

[REDACTED], I was surprised to read finding no. 2 (pp. 25-27) . As you may know, in 2014 as a result of an external APR we were asked to phase out our BA in Music and Theater degrees to create a singular interdisciplinary degree in Performance Studies. Recommendation #2: Establish of School of the Visual and Performing Arts with a new department in music, performing arts, and the fine arts, and relocate the Department of Visualization to anchor this new school is a laudable goal and one that I would welcome. However, I wish to remind the administration WHY the BA in Music and Theater degree were phased out. It was simply because we didn't have the faculty, budget,



and resources to build up the program so that it was competitive with peer affiliate institutions. If A&M decides they wish to go this route, I would certainly volunteer to serve as Music Department Head, but I would humbly request that a working group carefully assesses the findings of the 2014 APR report to assure that we don't make the same mistakes again. In short, we will need to hire many applied faculty and be granted a more generous budget in order to put together a proper calendar of musical events. Over the last few years our budget has been cut to the point where we need to seek co-sponsorship through the AVPA and the Glasscock Center simply to present a modest series of colloquia and artistic events. I would also urge A&M to consider the following: Two of the most prestigious musical schools in the USA (UT-Austin and Rice) are within 90 miles of A&M. Moreover, these institutions are located in thriving cities (especially Houston, which has been described as a "dream" place to work as a freelance musician). If A&M wishes to create a Department of Music, we will have to exceed the offerings at both of these institutions in order to entice prospective students to cultivate their musical careers in Bryan/College Station rather than Austin or Houston.

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Housing Health & Kinesiology within the College of Education is not unusual in higher-ed (for example, UT-Austin houses Kinesiology & Health Education within the College of Education.) Moving the Health & Kinesiology department into the School of Public Health would reduce the College of Education and Human Development by nearly 50%. There are concerns about the impact a reduction of that size would have on other departments in the college. For example, the Dept of Educational Psychology is currently ranked #14 in the country by US News, along with several top ten ranked online master's programs. Special Education is ranked #16. In 2020-2021, the Department of Educational Psychology was the 2nd and 3rd largest producer of certified Special Education teachers and Bilingual Education teachers in the state of Texas, respectively. All of these rankings could be impacted with a college reduction of that size.

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The apparent plans for the Bush School are misguided. The MGT Report had many positive things to say about the Bush School. Unfortunately, the strengths of the Bush School will be seriously undermined if the MGT Report's proposal to integrate the political science department into the Bush School is adopted. The Bush School, from the start, has prepared its graduate students for careers in public service. It has been quite successful in pursuing this noble mission. The Bush School's research enterprise is focused on the application of theory to practice; it is problem driven; it is about how to determine what is to be done. Political science prepares its graduate students for careers in academia. The political science research program is focused on the development of theory, with little if any regard to the application of theory to practice and the determination of what is to be done. Political science as a discipline has gone off the rails. Many Bush School faculty educated as political scientists came to the Bush School to escape political science and its deeply embedded dysfunctionality. Forcing a mediocre political science department upon us would be a betrayal. That is not what we signed up for. If the president wants more from the Bush School, if she wants to build on its strengths, she should engage the School's faculty in, for instance, a discussion about how best to develop an undergraduate program, or craft a public policy and/or public administration PhD program. The president would find our faculty most receptive to a constructive discussion on these fronts. Forcing political science upon us would be counterproductive. It would not be a constructive way to proceed.

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To Whom It May Concern, My feedback centers on the proposal to create a new Department of Journalism within a College of Arts and Sciences. I approach this recommendation having served as the previous head for the Department of Communication where I spearheaded the move of the USLA-Journalism program from the College of Liberal Arts to the department in fall 2018. I am committed to the development of journalism at A&M and support the idea of developing a new Department of Journalism. Yet, I think the current recommendation does not go far enough and that there is a bolder more innovative initiative that could simultaneously elevate the status of journalism at A&M and integrate existing centers of excellence at the university is warranted. Specifically, I would strongly support a bold initiative where a School of Communication is created, in which Journalism is one department. Specifically, a School of Communication that has Departments of Journalism, Communication, Interactive Media & Visualization, and Strategic Communication & Public Relations would provide a better structure that would encourage interdisciplinary research and teaching. Such a school could be housed in the new College of Arts and Sciences and could serve as a center of excellence. The puzzle pieces are already in place as the work by members in the Department of Visualization would fit well within a school of communication. This type of organizational structure is present in several universities across the country including the University of Colorado-Boulder, University of Kentucky, and the University of Miami. A school with these kinds of departments offers exciting possibilities to integrate communication, journalism, and information technologies in ways that fit the emerging media and communication landscape. This kind of organization offers exciting possibilities for alliances with other units across campus that could focus on data journalism, artificial intelligence and communication technologies, gaming and its relationship to health communication intervention, and much more. I would support an

interim move to rename the Department of Communication the Department of Communication and Journalism. Communication and Journalism are closely intertwined at the curricular level. Moreover, the department has worked hard since 2018 to develop the journalism program. We have tripled the number of JOUR majors from 22 to approximately 65 in three years, basically tripling the number of undergraduate majors in journalism. We have created strategic relationships with organizations such as 12th Man Productions and launched new initiatives such as the Diversifying Journalism Conference. These kinds of accomplishments seem neglected in the MGT Report and deserve notice. Simply, journalism has greatly benefited from the move to COMM. A more detailed proposal is provided by Dr. Hart Blanton (Head, Department of Communication). I support the development of journalism program at Texas A&M and would simply encourage a bolder innovative vision that develops journalism along with a School of Communication. The development of a School of Communication at A&M would provide an innovative move to develop communication, media, and journalism research, pedagogy, and practice at A&M. [REDACTED]

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The report indicates that combining the College of Liberal Arts with Science "would be comparable in scale to those at our peer institutions and the second largest College at TAMU", but would smaller colleges, as they are now, provide opportunity for more intense and effective student support? Might reorganizing current procedures or departments within the separate colleges by providing more faculty-training on advising and/or assisting with student needs be more functional than merging colleges, which increase size but may create more opportunities for students to get lost in the sheer number of student supports that would swarm one college? My understanding of the University Libraries is that they each serve particular functions. Might merging them negatively impact these different target areas?

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I have read the "Comprehensive Review and Final Report" for MGT Consulting for TAMU. I will only respond to sections that pertain to my job position. I am a Professor in the College of Veterinary Medicine and I will focus on the recommendation #9b Refocus the College of Veterinary Medicine on the core mission of graduate education and invest in the construction of a new Small Animal Hospital. To accomplish this, the Biomedical Sciences Program will be moved to the Institute for Biological Life Sciences and a focus on small animal care and research will be expanded through the construction of a new Small Animal Hospital. Replacing the Small Animal Clinic with a modern facility is well overdue and required if we are to remain competitive at a national level. However, deconstructing the BIMS program is extremely misguided. For perspective, I have taught in the BIMS program for over 20 years. In fact, I think I am in a unique position regarding a flagship course in this program. As a student at TAMU, I took Genetics 301H and as a faculty member years later I taught 301 and 301H to COS and COALS UG students. About 20 years ago, as the BIMS program grew, I was asked to teach Biomedical Genetics 320 in the BIMS program. These two genetics courses, 301 and 320, are very different and not repetitive in much of the material. I know, I have taught both courses for a couple of decades. If you put all UG science students in a singular 300 level genetics course you will do a terrible disservice to both pre-medical and non-medical students. Regarding the BIMS program, this program is the most successful program in the State of Texas for placing TAMU UG students in professional medical programs. The CVM administrators, faculty and staff are very proud of what we have built with this program over the last two decades and this plan to deconstruct a very successful program simply seems wrong. The College of Veterinary Medicine clearly has the major responsibility to produce veterinarians, but we also have major roles in developing and preparing UG students for professional medical schools and, working with clinicians and conduct research projects that benefit human and animal species. From a national perspective, the TAMU CVM is highly successful in its mission of UG education, professional education, and veterinary related research. The plan outlined in this report will destroy this successful program and still not place more veterinarians in rural Texas counties that have a shortage of both large and small animal vets. There are much better ways to increase the coverage of veterinarian medicine across Texas – your current plan, as outlined in this report, will only destroy a very successful program, and not address the needs of rural regions of Texas where most veterinarians cannot make a living due to the limited opportunities to practice their profession.

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As long as eyes are not off of faculty and student excellence the realignment does not matter.

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I appreciate the effort to increase effectiveness and student success. Unlike for industrial corporations, such large-scale reorganization operation on a prominent academic institution like Texas A&M should be mandated, however, by a clearly articulated list of clearly identified long-term strategic visions of academic excellence in both teaching and research. Unfortunately I could not find anything as such. Texas A&M has over 60 thousands students but it is also an important land-, sea- and space-grant research institution. In this MGT Report, the Finding #1 in its "Academic Realignment" compares TAMU to other "peer institutions" only by name, form and size, not by its functionality. The

downsizing as given in Recommendation #1 does not give any justification on how this realignment could accomplish any strategic vision on whatever academic research excellence. For example, out of the strategic vision of then President Earl Rudder, College of Geosciences was created in 1965 and since then Texas A&M has become an international flagship institution leading geoscience programs such as IODP. Climate change and energy transition are clearly identified as an international urgency and priority in this century by all countries including the United States. But they are not even mentioned in the MGT Report. In this regard, the role of College of Geosciences should be strengthened rather than diminished. Without the identity and the focused leadership of the College of Geosciences, Texas A&M will soon lose its strength and international prestige to other peer institutions in geosciences.

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Texas A&M is twice the size of the “peer” institutions cited in this report. Texas A&M is a mammoth institution, with incredible loyalty shown by current and former students. It is a true testament to Texas A&M that it has managed this – and this success is because students come to an enormous university and find a home within a smaller college. It is within these smaller colleges that true loyalty and tradition are established. In a smaller college, students work and learn in an environment where students have a shared mission. Administrators in our current colleges have the ability and knowledge to flexibly support disciplinary needs. An enormous, disparate college will result in reduced communication between departments and college leadership, an inability to respond quickly to changing landscapes, and increased bureaucracy. While Engineering and Agriculture are large, these colleges at least have a shared mission – and shared knowledge necessary for student success. A CAS has no shared mission, no shared culture, no shared programmatic needs. One of the rationales for combining three colleges is that these colleges teach the majority of the core curriculum courses. This suggests that the true purpose of combining these colleges is not to elevate the disciplines, but simply to combine all of the colleges that “serve” engineering and agrilife. Texas A&M will be able to return to its founding state and once again become “Agriculture and Mechanics.” The College of Geosciences graduates the largest number of geoscience students of any institution in the country. The College is composed of programs and centers in addition to its departments that create a college with a reputation that brings international recognition to Texas A&M. This will be lost with a merger to a CAS. IODP, in particular, will be lost to another university, without the College of Geosciences support that NSF requires. Our ability to attract faculty and students to our undergraduate and graduate programs will be diminished. The College of Geosciences focuses on key issues to the State of Texas, including energy, environment, climate change, and the energy transition. The departments that focus on these issues work together with the centers and programs that are associated with the college. Texas A&M will no longer be looked to for leadership in these areas – the obvious place to go will be the Jackson School of Geosciences at UT. Our ability to provide leadership in these areas, especially during this time of energy transition in our state and country will be vastly diminished. A balanced approach to the energy transition will not be represented in the research institutions of the State of Texas. Recommendation #6 Is there evidence that Texas needs another program in Library Science? Further, it is unclear why the Dean of the Library becomes the Associate Dean of Arts and Sciences. In no other place in this report is a specific individual/job title already determined. How many Associate Deans of Arts and Sciences will there be? Will there be one for each former college? Recommendation #9 University Studies - What if a University Studies major would like to be an engineer or focus on areas elsewhere in the university? Moving University Studies to a specific college defeats the purpose of the University studies degree program.

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- The report did not justify the rationale for moving the BIMS program to the proposed Institute of Biological Life Sciences. The benefit of moving it to a new administration unit does not outweigh the risk of decreasing the quality of this highly successful program under the current administration.
- The plan about how the BIMS program would be administered is also very vague, further raising deep concern whether this is a well-thought-out plan. What is the plan for CVMBS faculty/staff teaching in the BIMS program to move to the new institute? What about faculty who teach in each of our BIMS, DVM, and graduate programs?
- Basic and applied research is essential for CVM's national reputation. The plan didn't discuss how to promote it.
- The CVMBS has utilized its human, space, and fiscal resources carefully to tightly integrate its responsibilities toward its professional, undergraduate, and graduate curricula. How would these resources (especially assigned classroom and laboratory spaces) be administered if BIMS is moved out of the college?

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Opening of School of Performing Arts is an excellent idea and I am fully supportive. Combining Science and Geosciences might be good but I really cannot understand why combine science and Liberal Arts. It will be a very difficult merger since these two areas are completely different and evaluation and promotion of faculty will be very difficult. In addition, these two fields in general have different priorities. Combining Bush School, Political Science and International Studies is a very good idea and I am very supportive.

Many institutions have a College of Arts and Sciences, so the concept is not entirely outlandish. However, this structure is often used at smaller institutions, or for colleges limited to undergraduate students. Given the size of Texas A&M University, and the graduate programs in the separate colleges, such a combined mega-college would probably be an administrative and logistic nightmare for whoever is the dean. It is good to see the visual and performing arts being taken seriously as avenues for study, and a better re-alignment of courses (for example, Dance with Theater Arts) would be welcome. That said, a “conservatory” type program in Music might not be approved by the Texas State Board of Higher Education since there are similar programs elsewhere in Texas. The current “Performance Studies” program leans heavily towards popular culture and the place of the performing arts in society, thus being more like the social sciences than the fine arts. Any attempt at enriching these programs would require hiring new faculty; the existing Performance Studies faculty would not be adequate to pass accreditation. The Bush School should retain its separate identity. The University Libraries (including the Cushing Library) must continue to exist separately from any college, because they serve all colleges. Apparently the consultants confused the TAMU Libraries, a hub of resources and services available to all TAMU students, faculty, staff, and affiliates, with a School of Library and Information Sciences, which prepares people to become librarians. There are 3 LIS schools in Texas accredited by the American Library Association; another such school might not be approved. Moreover, the faculty in the libraries perform functional services to the TAMU community at large. Instruction librarians teach students how to utilize databases and other library resources in their studies, but they don’t teach the students how to be librarians themselves. Much of the research and scholarship generated by library faculty focuses on the practical aspects of librarianship, thus contributing to student success. If a decision is made to have classes in librarianship, new faculty would need to be hired, as the University Libraries are already short-handed in terms of both faculty and staff, and cannot accommodate teaching credit courses in addition to their existing workload.

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I found this part of the report very troubling. It felt like only some colleges were picked out. The suggestions are not also coherent. For example, how has the university been served with the small colleges was not addressed. Small colleges doesn't mean inefficiencies. Also not all the colleges were examined, does that mean that those colleges not examined are the perfect model to be followed and have no inefficiencies? More concerning to me is the proposed merger of the college of Geoscience, this college serves the university a lot more than the report dared to address. The international ocean discovery program, housed within this college is the single largest federal contract to the A&M system. The reason why (TAMU) are the operator of the program is because we have a College of Geoscience. Something that the Geoscience community of A&M values and is a major attraction for recruiting faculty. We have been the operate since 1985 and it would be a shame to loose this opportunity to UT Austin or Oregon (who would likely bid for this if the College of Geoscience is merged). Eliminating the program, will definitely make us loose this very significant financial partnership that is valued at about 50 million USD/yearly and only expected to grow as our interest in ocean discovery expands. This is one major miss of this report, as it failed to provide any cost value analyses of what a proposed merger might add/benefit the university or what we might be losing. Additionally, creating a big college doesn't provide any financial incentives as multiple associated deans would need to be hired, thereby eliminating any cost savings. The university library should stay an entity on its own. It supports more than just one college, aligning it to a college now makes the head of the library report to that dean, thereby limiting the effectiveness of the library. The head of library should report to the provost not a college dean. If we want to align it to a college, then create its own college. The library is very essential to the advancement of research on any serious university campus and should not be tossed around or put under a table. It is a an academic pillar on its own.

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The value of a library is in the community that it creates through collections, services, and facilities. It is a curated environment that fosters student success and research innovation. That curation activity, librarianship, is an educational and academic activity equivalent to non-librarian faculty and requires the protection of faculty status and representation within campus governance. In order to best serve the campus community, the University Libraries should remain independent from a specific academic college. The Libraries' operations and collection development should be free of bias. Additionally, as the report notes on page 124 under, Library Peer Institution Review, the administrative leadership of the Libraries is typically a dean or titles with Provost. Changing the administrative leadership to an Associate Dean will severely impact recruitment to top talent. While it was great to see the acknowledgment of the Libraries' place within information literacy education, we are a lot more than that. Our research is important to the field of Librarianship. Library research follows a researcher-practitioner model far more than it does research from Library or iSchool faculty. The library faculty at Texas A&M are some of the top in our field and are advancing our understanding of libraries, their role in education, and their place in how we present and describe knowledge. The University Libraries are valuable as a

library, a central point of our community, and that is not something that can be subsumed by a mega-college.

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I am a faculty member at the Bush School and would like to offer two points for consideration as we strive to broaden the visibility and influence of our college. (1) We should carefully evaluate proposed recommendations in light of their impact on the quality of our degree programs, and (2) We should involve all key stakeholders in this process. I agree that we have the programs and the physical capacity at the Bush School to educate more TAMU students and to streamline some of the administrative processes involving an expansion of our college. However, I hope that before we implement any recommendation, for example, merging with the Political Science department as proposed in the Comprehensive Review Report, that we first carefully study the implications of these expansion options on the degree programs and the costs and benefits to our mission, core values, and stakeholders, including donors. While the Bush School academic departments overlap with some areas of study in Political Science, our missions are very different. We prepare our students for professional work in the areas of service and our degree programs, co-curricular activities, faculty and staff all work together toward that end. What impact would this merger have on the curricula of all programs involved? What would we stand to gain or lose? What are our peer institutions doing, and what can we learn from their experiences and input? How do we best position ourselves academically and administratively to implement changes we have chosen to embrace? I believe that the more methodically we prepare for changes recommended in the report, and the more we involve our stakeholders in those decisions, the more likely we are to succeed. No matter how logical or advantageous a proposed plan may be, its success will be determined by the people who have invested in its creation and implementation. In sum, I hope that a more in-depth study of options involving input from all key stakeholders would weigh the benefits and costs to the university and the colleges in question before implementing any specific recommendation.

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☐ The proposed merger of the Colleges of Liberal Arts, Science and Geoscience: As a graduate of a College of Arts and Sciences where humanities and sciences have co-existed in harmony for 150 years, I'm not opposed to the concept of a college that embraces those diverse disciplines. However, in a university with a tradition of separating those entities, I believe any merger should happen slowly and after buy-in from the faculty involved. This is too significant a change to occur without faculty involvement in every step. Serious shared governance requires it. ☐ Creation of a Department of Journalism: I wholeheartedly endorse the expansion and elevation of journalism education at Texas A&M University. However, I think there's a better way to do it: through a new Department of Communication and Journalism. Journalism finally found a home three years ago in the Department of Communication where it was embraced and enjoyed new levels of support. The result is the number of journalism majors has tripled in three years and the department has supported major initiatives to recruit high school students for the program. The synergies between communication and journalism are bearing fruit through new collaborations, and organizations across campus – from 12th Man Productions to The Battalion – have been building new partnerships with journalism that provide exciting opportunities for our students. Consequently, I believe – as a faculty member in the program – that journalism education would be best served in a new Department of Communication and Journalism.

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It is very clear that this report has been tailored to recommend whatever the President wants to do, consequences be damned. I would not be at all surprised if the Deans of the affected schools are already interviewing elsewhere.

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Most of what was named made sense to me. I don't think that Sport Management (currently part of HLKN) should move to TAMU Health. It is more of an event and business function, making it better aligned in RPTS in the College of Ag (with Events) or in Mays.

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As Head of the Department of Economics, I convened four meetings of our faculty to discuss the MGT report recommendations. The Economics faculty voiced **\*\*universal support\*\*** for joining a new College of Arts and Sciences. To briefly summarize our extensive discussion, we believe that the Department of Economics is well-positioned to bring a strong quantitative social sciences department to a new College of Arts and Sciences. The educational and research goals of the Department of Economics are well-aligned with other departments that are being considered as members of a new College of Arts and Sciences. Our department equips undergraduates with critical analytical and technical skills, it supports both fundamental and applied research that is published in the very best academic journals, it generates prestigious external funding, and it trains graduate students for tenure-track positions at R1 universities. (Over the 2016-2020 period, we are tied for 1st among our peer and aspirant peers in the number of tenure track R1 placements.) Moreover, the Department of Economics has very similar high rankings in our discipline as other departments in the current College of Science. The experiences of other leading research universities also lend support to the belief that a successful department of Economics is best located with other fundamental, discipline-based departments in a College

of Arts and Sciences. The data show a strong precedent at other leading research universities for high-ranked departments of Economics to be housed in a College of Arts and Sciences. There is no such precedent for high-ranked Economics departments to be situated in a policy school. Overall, the Department of Economics faculty believe that our strengths, ambitions, and academic values are best-aligned in a new College of Arts and Sciences. I would be happy to share details of the faculty discussion with the Presidential leadership team.

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If you want to support the humanities (liberal arts is just a bad term these days), then support them. Don't bury them in a college that will be dominated by the STEM fields. Give the humanities (liberal arts) better leadership. The leadership from 2010-2020 has been dismal. JLB was brutal and incompetent, and then more brutal because the faculty called out his incompetence. Bravado and brutality are not the same things as actually being competent and part of being a competent leader is people wanting to follow you. Contrary to his protests, he did not have standards--he had a bar that he used to get rid of or punish people who he did not like; he happily lowered his bar for those he needed. Pam Matthews was a self-loathing humanities person who barely got her own second promotion. She did not support research in the humanities. The rules that were developed in the college under Jose only serve to punish the faculty in that college--a 16% salary buy out for courses?! Humanities people do not have salaries like that! And they do not get grants that have those kinds of buyouts included. These are kinds of details that need to be addressed. So if you want to support the liberal arts--and ANY good university with its salt, land grant or not, engineering focused or not, needs a solid program in the liberal arts, then support the liberal arts. Take the necessary steps that will address the lack of support: better leadership, especially leadership that will get rid of the bad department heads, will support awards (external and internal), etc. That said, the consolidation of colleges will not necessarily be bad--but wow will this be big. But you are going to need excellent leadership and a complex structure comprising associate deans to represent the diverse disciplines. I can't speak to the biologists, but I'm not really sure why they need to be moved out of the college of science. Are they not a science?

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The schools mentioned as having a college of arts and sciences created those pre-WWII. Have any been created since that time? The cultures have changed a lot in the last 100 years.

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Arts and Sciences, Engineering, Agrilife, and Texas A&M Health. Finding 9d. A major recommendation in the Academic Realignment section is to move Health and Kinesiology (HLKN) to the School of Public Health. Rationale: "The Department of Health and Kinesiology (HLKN), located in the College of Education and Human Development, and the Department of Health Promotion and Community Health Sciences (HPCHS), located in the School of Public Health (SPH), have similar program offerings. HPCHS and HLKN have attempted to differentiate their degree programs for several years with little success." HLKN has approximately 3600 undergraduate students, with only around 130 students in the Community Health program (HLKN) that may be considered to have some overlap (a small amount) with the Public Health degree programs (HPCHS). HLKN consists of a three divisions, Health, Kinesiology, and Sport Management. The physical activity program (PEAP), the Huffines institute, and the new Coaching Academy, are three other components of HLKN that are interconnected extensively with the Kinesiology and Sport Management divisions. PEAP itself touches 8000-10000 Aggies from other colleges every academic year. Other than Community Health within HLKN, the finding 9d and rational 9d statements make no mention of the other components of HLKN. Moving HLKN to SPH would decimate the College of Education and Human Development (CEHD). According to finding 9d, CEHD has lost focus on its main core mission of producing educators for the state and nation. I think Texas's change to on-line teacher certification with any BS or BA degree deflated CEHD's main core mission. Fewer and fewer students felt it was necessary to go through CEHD in order to teach. Not much CEHD can do about that. Let us push that aside and get back to HLKN. If HLKN is moved, it is important to keep the department intact. If it is moved to Texas A&M Health, a better model would be to make HLKN a school itself: School of Health, Kinesiology, Human Performance, and Sport Management. The SPH seems to have financial issues, as do many components of the proposed Texas A&M Health leg. The placement of a strong multidisciplinary department under the weak leadership (this is why they are not doing well) of the current SPH administration may well destroy the department, thereby not benefitting Texas A&M Health. A better approach is to setup HLKN as a school and model the SCP after HLKN. Also, move the small overlap of degrees into HLKN and out of SPH because of its issues. Some individuals in HLKN want the department moved, if it must be moved, to Agrilife. I disagree with this move. The best alternative to SPH is to move all of HLKN into the new college of Arts and Sciences. HLKN does science/research, all three divisions. We are not the traditional hard sciences, chemistry, biology, physics, etc., but are more like the newly emerging sciences of Psychology and Neuroscience, yet we contain aspects of biology and chemistry, in the form of exercise physiology at the cellular and systems level, and contain aspects of physics and neuroscience, in the form of biomechanics and motor neuroscience. We also hold the only arts/science degree on the

campus. The Dance Science program requires students to have the same core science education as all of our majors in HLKN. This core science program is integrated into the science of kinesiology and the art of Dance. Thus, Dance Science should not be moved (recommendation 2) and should stay with HLKN. As a last point, HLKN should be set up as its own School in the proposed new college of Arts and Sciences. Overall, all the features combined into HLKN would make is strong school consisting of Art and Science components within the new college of Arts and Sciences.

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I am concerned about the lack of transparency about the changes that will be made in response to this recommendation. It seems like the decision to make the changes will be made first before any discussion of what those changes will be takes place. It may only be in the discussion of what the changes will be that objections or concerns may become aware to people, but it doesn't feel that those concerns will be given sufficient weight because the decision to make the changes has already been made. I think campus leaders should provide detailed plans for how they will implement the changes and allow faculty and other campus members time to respond before the overall decision to make the changes is made.

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I would prefer that the new combined college be called the "College of Sciences & Liberal Arts." There is a strong sentiment among faculty that the only reason for the merger was to remove the word "liberal" from the college name. Keeping the term "Liberal Arts" is a more accurate for departments in the college (as opposed to "Arts" alone, which is more a description of the "Performance Studies.") I would like there to be a creation of a college Computing, which could include GIS and, Viz Lab, and other relevant departments. I like the idea of a Performance Studies school, but I disagree that the Viz Lab should be its anchor. I am not sure the creation of a department of journalism is a good idea with so few graduates currently. Rather, I think the communication department should be strengthened to bolster their support of students in journalism. I do think that the addition of UG students to the Bush school is a good idea. I disagree with recommendation 9a. It would be useful to also have the university studies to also be able to happen through the college of engineering. The MTDE department is now too strict with whom they are allowing entry. (e. g., MTDE is refusing to admit a student to study Engineering Education in relation to public policy, This student graduated with a perfect 4.0 in technical communication (BA) as well as a perfect 4.0 from an M.A. in public policy from our Bush school because neither of those are a BS nor MA.)

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I'm concerned about the level of restructuring that would need to happen in the College of Education and Human Development if the Department of Health and Kinesiology became part of a different college. The report does not consider the level of disruption to degree programs and existing collaborations and whether there may be long-term consequences for the shift this may cause in careers. Also, this leaner College of Ed may not be as competitive with those of other universities as it is now, which could in turn affect our ability to recruit top faculty and graduate students as well as attract research funding.

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Report Recommends: [Recommendation #9d]: " Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health. (...) Refocus the College of Education and Human Development on the core mission of producing educators and move the Department of Health and Kinesiology ... to appropriate units" (p. 38). -The majority of faculty within the Division of Health Education in the HLKN Department believes this recommendation is ill-suited, given that the Division of Health Education contributes significantly to the College's focus on "producing educators". -The Division of Health develops/trains Health Educators with degree options that allow for TEA teacher certification and enable students to sit for the nationally accredited Certified Health Education Specialists. -Undergraduate degree options are: BS in Health Education (with an emphasis on Allied Health) or a BS in Community Health. All graduate degrees are in Health Education (and not Community Health). - Health Educators and Community Health/Public Health Workers are specifically identified by the U.S. Bureau of Labor Statistics (BLS) as distinct occupations. Each training program has its own, unique certifying agencies. For health education programs: the National Commission for Health Education Credentialing, Inc. (NCHEC); for public health programs: the Council on Education for Public Health (CEPH). -Re-alignment of the HLKN department with the SPH would contribute to REDUCING THE FOCUS of the College of Education and Human Development on its "core mission of producing educators", by eliminating one of its vital education-oriented programs - and detracting from the capacity to attract potential students. -Moreover, even if a move to SPH is imminent, resources still need to be invested to articulate differences and ways to capitalize on the strengths in the BS in Health and Community Health degrees and avoid the duplication created by SPH's BSPH. The BS in Health and Community Health need to be intentionally maintained and keep a focus on health education and promotion with responsibilities and competencies, different from what one would find in BSPH preparing professionals for Epidemiology, Health Policy, and Environment and Occupational Health. -If the move to SPH is Imminent, it will be important to acknowledge the specializations that exist

between Health Education and Public Health. An effective way to communicate these differences would be to change the name from School of Public Health to the School of Public Health and Health Education. Report claims: "Program growth in each academic unit, specifically in the Community Health and Public Health degree programs, often appears to continue to create new conflict, course offerings, and program expansions in the other (...) however, this duplication of program offerings is an inefficient use of resources, confusing for accreditation and program evaluation" (p. 39). -While the report suggests HLKN and SPH experience duplications that might be confusing for accreditation and program evaluation, it fails to acknowledge the origins of the perceived overlap: The BS in Health Education began with the establishment of the College of Education in 1969. The SPH's BSPH was established in 2014, proposing to duplicate courses that aligned with the Division of Health's already-established professional preparation programs and degrees (which prepare school health teachers, community health educators and the health workforce). -If there is competing demand for students at the undergraduate (or graduate) level, it would seem wiser to capitalize on existing pedagogical resources already in place in the Health Education program (in HLKN). It would also seem wiser -- in lieu of moving HLKN to the SPH -- to capitalize on the forces driving enrollment in the Health Education undergraduate and graduate programs at a rate two-thirds higher than that observed in the SPH. Counter-Recommendation: Move the smaller unit of HPCHS at SPH into the HLKN Department. If the move to SPH is imminent, it will be important to acknowledge the specializations that exist between Health Education and Public Health. An effective way to communicate these differences would be to change the name from School of Public Health to the School of Public Health and Health Education. From both a budgetary and efficiency perspective, it is more feasible to move the smaller HPCHS from the SPH into the HLKN Department, given the Health Education Division's history, scholarly productivity, national prominence and leadership role within the HLKN Department, the College of Education and Human Development, the University, and nation-wide. Moving the HPCHS department into HLKN would cost less and would allow the HLKN's Division of Health Education to maintain its independence and leadership role within the profession of Health Education, thus contributing to the College of Education's focus on developing professional educators of various stripes.

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This alignment should not be carried out until there has been feedback from all levels of those affected: administrators, faculty, staff, and students. There needs to be a clear plan if this is to be proposed. For example, will there be separate T&P processes for the sciences and humanities? Will interdisciplinary programs gain prominence like they have at the University of Michigan, which has a Department of Women's and Gender Studies and a Department of Afroamerican and African Studies. Embedding changes like these into the plan would likely increase the support of the plan from faculty in the College of Liberal Arts.

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My comments are focused on "Recommendation #9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology." While I certainly agree that the HLKN and CEHD missions are not aligned and moving the department elsewhere would allow the college to more effectively focus on producing educators, moving all of HLKN to Public Health would not be ideal or appropriate for the same rationale often suggested in the report for changes to other departments and colleges. In fact, moving all of HLKN is seemingly based upon the notion that each division in HLKN is similar, with shared research, teaching and service behaviors and outcomes. HLKN is large enough to be its own college at some universities, like the University of Florida, and our divisions are very diverse. This is definitely the case with HLKN at A&M. Making the argument that the Health and Kinesiology divisions should move to Public Health makes sense for a variety of reasons. However, suggesting that Sport Management, PEAP or the Coaching Academy should be moved there as well does NOT make sense at all. Since I have been a faculty member in Sport Management for the past 20 years I would like to comment specifically on how moving HLKN as a unit would affect our division. The Sport Management division has been quite successful across all metrics since our inception, despite not being congruent with our department or college. It is widely held that we have the best PhD program in the country led by well-known and respected scholars, our online masters program has been ranked #1 and our undergraduate program is one of the most desired degrees on campus. Housing sport management with Health and Kinesiology was historically done based on the belief that its roots were in physical education (same with Kinesiology). However, our discipline has evolved to something very much different than physical education. The same is true for Kinesiology, neither of our disciplines fit with PE or education. In fact, sport management specifically focuses on business principles within the sports industry. Our research, theories, teaching, consulting, job training, professional development and other facets of what we "do" is all based upon business elements, functions and principles. We are training our students to get business jobs in the sports industry and our research is similarly focused. While we are named sport management at A&M, we should be called Sport Business (this is the case at several universities) based on what we are and do. The sports industry is heavily influenced by marketing, arguably



moreso than management as a whole. While I am sure that my colleagues have commented on our many additional strengths, it is important to note that we have managed to achieve these successes despite being housed in a college where we simply don't belong. This is because we have strong faculty who have worked very hard to build our programs and a large number of students who honestly love learning about and working in our industry. Moving us is an EXCELLENT idea and would potentially make our division even stronger. However, where we are moved is quite important and there are options that are much more ideal than what was suggested in Recommendation #9d. For instance, the most logical place we would fit best is Mays college of business. While there are barriers to such a move, this move (without question) is where we fit best. Such barriers include college of business rankings metrics, which seem to be the most used rationale for placing our programs elsewhere. This is especially true for larger, more comprehensive R1/AAU universities. Nonetheless, what we do aligns very closely with Mays. If there was some way to overcome these barriers and place sport management (or a portion of it) within the business school then our program would immediately become the number one program in the world. The potential development of a center of sport marketing similar to the one at the University of Oregon could accomplish the same goal listed above with fewer disruptions. I believe funding such an endeavor would be much more likely if housed at Mays. Besides Mays, sport management would align exceptionally well with RPTS. Many of us collaborate with RPTS faculty on a variety of research and teaching projects and our curriculum certainly is similar. We focus on the sports industry while RPTS focuses on recreation and tourism business. There are obvious synergistic possibilities should we be aligned with RPTS. This one makes the most sense to me based on the barriers to placement at Mays. Sport Management could also be well served by being placed in the College of Arts and Sciences. However, for various reasons this seems like the least best option of the "good" options for our division. Finally, it is my contention that placing sport management with HLKN and moving the division to Public Health, or keeping us in the College of Education isn't ideal for anyone involved moving forward. We would be better served going with HLKN than staying in the college. This is especially true given the feedback we have received regarding where the interim dean would place us. It makes no sense for our division to stay in CEHD and it would only serve to undo years of successes by aligning us with another non-congruent department. Placing sport management at Mays or RPTS makes sense across every important metric listed in the report and both would certainly make it possible for our division to flourish even more than we have to this point. Sending us wholesale with HLKN to Public Health and especially keeping us with CEHD would have the opposite effect.

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I did not find a compelling case in the report for creating a mega college of Arts and Sciences. To say that more than half of our peers have such colleges does not, in itself, present much of an argument. There's also a difference between a university that has always had a college of arts and sciences and a university that is shifting away from Liberal Arts and Science Colleges to a combined unit. There is going to be a very steep learning curve and it's hard to imagine how exactly such a large bureaucratic shift will go smoothly. I don't have a problem with the idea, in theory, but I see little evidence that MGT understands the way the colleges currently work. For example, we used to have a Journalism department and a conservatory. Does MGT know this history? Nothing in the report suggests that they looked very deeply into even the recent past of TAMU.

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If you read the proposals from Dr. Tim Lightfoot to make HLKN a School by itself, this is the best way for HLKN to achieve success and get the most out of HLKN. We are set up in such a way that it would require little effort and almost no additional funding. As for overlap with the School of Public Health, there is only a tiny amount of the department that has this. It would be easy for either HLKN or the School of Public Health to take on the one overlap and have the other move on. If a School of HLKN is not possible (even though it is best for HLKN) then the second choice would be wherever we go to have HLKN stay together as much as possible. While the School of Public health is a possibility we would also fit nicely in the School of Arts and Sciences. Please give some serious consideration to HLKN becoming its own School. It is the best way for HKN to not only continue to make its mark in the world but to allow us to reach our full potential.

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There are rational arguments for a number of the alignments proposed but there are smaller elements within them that don't quite make sense. I love the idea of University Studies having a home department. Although I do not have any expertise in this area, moving health and Kinesiology to public health does not register with me. I would guess that health and kinesiology majors tend to pursue degrees in education or in fields where have a degree in education does not interfere with employment outcomes.

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The reasons for merging Liberal arts and sciences aren't clearly elaborated. Just because something will be bigger (which seems to be the primary rationale here) doesn't make it better. The fact that these colleges are less powerful has less to do with their size than with the fact that they don't have a state agency associated with them and don't have vice

chancellor powers like Ag and Engineering do. Until that gets fixed, it doesn't matter how big Liberal arts and Science are. Regarding the Biology department move- I don't see how this is a problem as long as Biology is moved as a unit and remains its own independent strong department. Comments that the Biology department is underperforming are just incorrect frankly. There are foci of real research strength in Biology that it would be unwise to irritate or disband (circadian clocks comes to mind, loss of several very well funded faculty and strongly entrepreneurial faculty). Also, I've never heard of a college without a biology major- seriously, breaking everything up into like bits actually is BAD for collaboration across focus areas..... something that this report purports to support. Furthermore, the reason for creating an institute for life sciences is easier collaboration???? It makes absolutely zero difference to this faculty member what department or institute other faculty that I might like to collaborate with are in - changes like this have zero impact on the ability to collaborate. What would have an impact on the ability to collaborate are subcontracting issues between different TAMU entities that cause faculty a lot of time and busy work to work out. This has nothing to do with institutes- and everything to do with how \$\$ move in this place. This will NOT be solved by creating a life sciences institute. If someone had actually talked to faculty about barriers to collaboration they might have learned this.

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I agree that HLKN Community Health should be realigned under SPH Health Promotion. The SPH Department of Health Promotion & Community Health Sciences (HPCHS) covers all and more content covered by HLKN and is in need of additional faculty to help teach courses. Combining the current faculty under HPCHS would strengthen SPH and reduce overall TAMU student confusion and greater misunderstandings outside of the university regarding the degrees. As a faculty member within HPCHS, I do have concerns of stability of my position, however, I still believe the realignment is the best move forward for the university.

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Finding 1: "This larger college structure creates a stronger advocacy for the liberal arts education at a STEM-focused university. This advocacy is a value in recruiting faculty in the arts, humanities, and social sciences which are often underrepresented at STEM-focused universities." This statement seems promising in theory, but a lot happens in these two sentences. How do we guarantee that the arts, humanities, and social sciences are advocated for when they lose their grounding as a specific school in an admittedly stem focused university? Finding 2: A school of the arts is promising, especially if better connected to a broader culture within BCS. However, where is creative writing in this relationship? Finding / Recommendation 3 (Dept. of Journalism): This seems deeply misguided. There are already spaces within the university--Communication and English, particularly--that are dedicated to the questions of writing, communication, and literacy. Much of the issues covered in the rationale are the foundation of the field of rhetoric, which faculty in both Comm and English study. Why not reinvest in these departments rather than create a whole new department? Where would students find jobs after college--though local news is important, journalism is a very very hard field to break into; there simply aren't many jobs. Reinvesting in departments like English and Communication in order to allow for more resources for more teaching of writing and communication seems like a way to help reach the goals of this finding in a way that is more practical (and cost-effective!)

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While there is nothing intrinsically problematic about merging the College of Liberal Arts with the Sciences, as many universities (like the University of Michigan) elsewhere have shown, this only works when resources flow equitably between the units. The processes of "centralization" envisioned by the report may threaten the integrity of the Liberal Arts as a vital part of the university. I worry that it is a start to a process to revert to an earlier era of A&M when the Liberal Arts were understood as performing a secondary service to the other colleges. As employers continue to observe, Aggies tend to manifest parochial horizons compared to students from other universities. The Liberal Arts are crucial to fostering global citizens for the 21st century.

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In-depth assessments of the impacts of the recommended changes on the research, teaching, and service missions of the university should be conducted when evaluating the recommendations. For example, how the changes will impact interdisciplinary research and education, in the College of Architecture, if two of its departments, Departments of Construction Science and Visualization are moved out of the College of Architecture?

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I remain unconvinced that the realignment of Liberal Arts and the Sciences into one college makes the Liberal Arts stronger. Texas A&M is a STEM heavy institution. The first letter of the STEM acronym is Science, so it is a far-fetched notion to argue that Science in a STEM heavy school is a way of giving the arts and humanities heft. I am also unconvinced by the supporting evidence provided in the reports by way of peer institutions. Context matters, and the the peer institutions provided come from places where there has traditionally been strong support for the arts and humanities. That is not the case at Texas A&M, and it is not the case in the current political climate of Texas or the Board of Regents. If A&M were truly interested in becoming the #1 flagship university in Texas, not just in terms of size but in actual quality, depth, and breadth of education and opportunities for a wide variety of students, it would do better to

build up both sides of its house and invest in the arts and humanities, as well as the performing and fine arts, as strongly as it has with the STEM side. By providing investments in resources and faculty lines, upgraded facilities for students--the classrooms and equipment in most arts and humanities buildings are abysmal compared to the technology in the ENGR buildings for instance--, and leadership positions for faculty in the arts and humanities, as well as the performing and fine arts, A&M would give weight and visibility to the other side of campus and truly have a shot at being the most prominent flagship in the state as an institution this is outstanding in both STEM and arts, humanities, and other creative fields. I am also disturbed at the decimation of the College of Architecture, as well as the fact that the University Libraries are being asked to do something other than library sciences.

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In theory, I anticipate no problems with a combined college of Sciences and Liberal Arts as long as GREAT CARE is taken to make sure there are people at high positions who understand both. It could be a disaster to have a dean's office full of scientists making decisions about faculty and departments in the Liberal Arts. I also believe that the Visualization Department is not a good fit with Architecture and would be better served with departments like Performance Studies, English, and Philosophy, as the study posits. Keep in mind, performance Studies is NOT the same as Theater Arts/Music and has a very different mission. Performance Studies could compliment Performing Arts, but should not be seen as synonymous and, in fact, would probably function best as separate departments--one (P Studies) is theory, analysis, and philosophy based. The Other (Performing Arts) is practice based. Also, the ability of a Department of Music or even Theater to get first rank graduate students and faculty will be hobbled by the fact that TAMU is not in a major urban center, something usually seen as a must for students/faculty who have any competitive choice in the matter. The coordinating board at the state level will also likely have a say in contributing millions of dollars to creating a huge Department of Theater, Drama, and Dance considering UT Austin's strengths in those areas. With this in mind, any efforts to create a world class theater arts/music conservatory is doomed to failure absent a Herculean level of financial and institutional commitment. That said, A&M DOES need more in these areas than it currently has. It also needs a larger Film Studies component, something that could easily grow if faculty and facilities are increased/expanded and that could continue to function within a Department of Performance Studies (even films without actors are "Performative Acts" on the part of their makers), or it could be connected with Visualization.

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College of Science + Liberal Arts combination: This seems weakly supported. Many excellent institutions have separate colleges, for example among our vision-2020 peer list UT Austin, Georgia Tech, Minnesota, Penn State, and Purdue follow this model and they are doing very well. I also count 4 of the top 10 institutions for enrollment as having separate Arts and Sciences, so it is not clear that a combined super-college is the best structure at TAMU. The stated goal of having a college with increased stature focuses solely on liberal arts students and faculty, but it seems likely to be at the detriment of science faculty and students. Elevating the stature of liberal arts education is an important issue but doing so at the cost of breaking apart the working structure that now supports teaching and research in the sciences not a good bargain. A further comment, this brings back memories of the elimination of the Research Foundation during the conversion to SRS. RF was a well-functioning organization, whereas the formation of OSRS turned it into an organization with unhappy staff with large turnover, unfamiliar with research operations. I personally experienced missed proposal deadlines/incomplete submissions due to inexperienced staff, and it is only by good fortune that I did not lose my funding at that time, this could have been an end to my research career. Our peer institutions with large Arts and Sciences structures have had this structure for some time and it works well for them, but it does not follow that larger is better is a good structure for TAMU; a sudden changeover is likely to bring bad results. Regarding the move of Biology to Agrilife: I was also unconvinced by this argument. I found that the largest 6 universities all have biology in the science or arts and sciences structures. I gave up investigating after that. Biology is not my area of expertise, but to me this is an indication that biology is an important element of science as well as technology. To elevate biology requires more investment, but to combine biological sciences with the larger agrilife operations I expect would be the end of biology as a science at TAMU, rather than leading to its growth and viability.

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These recommendations would also be highly disruptive--careful evaluation of the pros and cons should be performed with input from key stakeholders.

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Finding #5: "Splitting the program between three colleges creates confusion for students about appropriate majors and creates barriers to changing majors which results in increased time to graduation." - I disagree with this statement. Where is the evidence? "There is also internal competition for resources such as faculty hires, facilities, grants, duplication of current faculty members areas of interest, which hinders the ability of faculty members to collaborate and contribute to advancing research and student success." - I disagree with many of these statements (e.g., faculty hires, facilities, duplication of current faculty members areas of interest). This just is not true in my 30+ years of experience in

the Biomedical Sciences (BIMS) program. Also, our current BIMS students (housed in CVM) are extremely successful, currently! I feel it would be a mistake to merge BIMS with Biology. If BIMS must move out of the CVM (which I strongly feel it should not), Health Sciences makes much more sense than Biology (or Agrilife for research).

The report suggests that the Economics Department might like to be put under the governance of the Bush School. I strongly disagree with this suggestion. The Econ Dept is currently under Liberal Arts and would move to be under Arts and Science. Arts and Sciences is a better placement for the Economics Department. There is only one university that I am aware of (Georgia State University) that has the Economics Department solely located within a Policy School. Normally, Economics Departments are housed in Liberal Arts and Sciences across most universities in the U.S. Such placement is better aligned with the research-heavy focus of Economics.

As a faculty member in HLKN I focused on the section relevant to my department and immediately noticed the errors of the key evidence used to support MGT's recommendations. Several other HLKN faculty with more "inside information" and historical knowledge of my department submitted their feedback. I couldn't do a better job than them, therefore, I won't address the specific errors in the report regarding my department. However, I do wonder how many errors are in the rest of the report. Overall, the errors in the report indicates, either, (1) MGT is incompetent at assessing and evaluating, or (2) they were asked to produce a narrative to support a specific agenda. Either way, I can't help but think deception and dishonesty were used to create the report. If a student handed this to me, I would be compelled to submit an honor violation for fabrication. I am open to the possibility that the recommendations could be great for TAMU and HLKN. However, the non-transparency of the process, up to this point, leads me to distrust the actions of those in power at TAMU. I don't know President Banks, but I appeal to her honor to truly "follow the data", I expect her to be wholly truthful to TAMU's faculty, staff, and students, and I hope she has the humility to acknowledge the missteps she has made throughout this review process.

I'd like to thank MGT for their hard work on this report and their efforts to help us make TAMU an even greater institution. I'd also like to thank President Banks for the extra week to make comments. The time allowed me to schedule a sufficient number of listening sessions that I believe every faculty, staff, or student body member who wanted to discuss the report with me had the opportunity to do so. It also allowed me to speak with many of our Advisory Board members and passionate supporters of the Bush School who asked to have a conversation about the report's recommendations. The comments below are my own thoughts, but are almost entirely supported by the views I heard in those meetings. The fundamental recommendation in the report related to the Bush School is to merge the department of Political Science (Poli Sci), and potentially other departments (Econ, IS) into the college. I don't know the forcing function that would require Poli Sci or others to be reassigned. While the report references comparator universities that do not have Poli Sci in their College of Arts & Sciences, I believe there are a number of Colleges of Arts & Sciences around the country that actually do include political science departments --- it's a social science. I believe the Poli Sci department is a high performing unit. They have a strong undergraduate program and maintain a very clear focus on their excellent PhD program. I don't believe they need to come to the Bush School to be successful. In fact, I think the majority of their faculty feel it would impact them negatively. So, from my perspective, I've tried to think through whether it would be beneficial to the Bush School to have them on board. The remainder of my comments come from that perspective.

1. The culture of the Bush School -- its fundamental belief in, and focus on, public service should never change. It's the reason President Bush allowed his name to be used in the first place and it's the principle ingredient in the success we've enjoyed over the first 25 years of the college. By the way, the Bush Family, represented by Mr. Neil Bush, Chair of the Bush School Advisory Board, reinforced this with me in a phone call last week. He asked that I let you know the family fully endorses this paragraph.
- b. Instantly adding one or more departments, with a large numbers of faculty, staff and students who don't necessarily share that same focus will certainly create risk to that culture. Our execution/integration plan would be heavily focused on trying to mitigate that risk. But no one should assume that we can culturally integrate a large department, or several large departments, into the Bush School without fundamentally impacting who we are and how we're seen by external audiences, including potential students and faculty members. Virtually all of our current students tell me they chose the Bush School because of that clear focus on public service.
- c. We produce public servants ... that's what President George H.W. Bush wanted the school to do. The cornerstone program must remain the professional degree programs (Masters Degrees) for those wanting to go into public service or advance in public service. Simply adding to our Masters Degree offerings with additional faculty and a larger student population would be my ideal outcome (think the Kennedy School at Harvard). Adding a small PhD program for those

who desire to return to/continue in public service would also be a great addition at some point. d. But, I do understand that the Bush School has been heavily subsidized by the university since its inception, so, if adding undergraduate degrees, and the accompanying tuition/fee structure that comes with them, is seen as a necessity by Texas A&M, I would love to do that within our own departments. We can do it "in the Bush School image," keeping the focus on public service and the rights and responsibilities of citizens, states and nations, as well as the policies and interactions of governments. This is actually very different from political science, and would take resources for additional faculty members and staff, but we could do it in a way that best preserves our culture and in a way that will make TAMU proud. e. If the final decision is that we will incorporate another department into the Bush School, we will accept that challenge gracefully and embrace our new colleagues. We'll integrate them as well as it can be done. I think that's what President Bush would want. As a final note, if that is the ultimate decision, I would still like to pursue adding undergraduate degree programs in our existing departments. I think it would increase enrollment even more, and better balance the school for the future. But that would require resources we don't currently have. (-: Thank you for the opportunity to comment!

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If the College of Liberal Arts becomes part of a College of Arts and Sciences, there will be a lot of education to be done to make sure that faculty in different parts of this unit understand the work and standards of their different disciplines. And the university needs to work on its appreciation of the work of the humanities (woefully unconsidered in the MGT report). That's where all those critical thinking skills get developed.

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MPA programs usually are major money making enterprises, but it seems that the Bush School does not fit this description. The solution to this problem of making the Political Science Department join the Bush School without any consultation with leadership or faculty from that department is an odd fix to this problem. It puts in jeopardy a top-ranked PhD program with an excellent record of placing their students in tenure-track positions at R1 programs.

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The recommendation of moving HLKN in the College of Education and Human Development (CEHD) to the School of Public Health (SPH) warrants further investigation. Although there are some overlapping in the degree programs, HLKN has a distinct focus on education, training, and coaching. HLKN prepares future educators in physical education, sports, and leisure, which is better aligned with the mission of CEHD than SPH. Instead of moving the entire department of HLKN to SPH, it makes more sense to move certain degree programs in HLKN, such as Allied Health, and Community Health, to SPH.

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[REDACTED] the proposed academic realignment of the College of Education and Human Development does give me a bit of concern regarding our "Child Professional Services" degree concentration program - an area that has seen exponential enrollment growth over the last few years. Based on direct feedback we have gotten from students and information about the type of fields that students are entering into after graduation, we recently went through the process of redesigning our degree plan to match the career and occupational interests of this specialized cohort (as many USEH programs do) Right now in C.A.R.S. we are adding in minors related to Youth Development and Health, held an informational meeting for all students in the program to update them on the changes, and there is genuine excitement and momentum in this group over what we have structured. However, as USEH programs require students complete coursework for two minors (one inside the college / one outside the college) not only does this realignment throw our plans into chaos but it also might have similar impacts in other units that offer USEH as well. In our case, the Health minor is in Health and Kinesiology so if that department moves into the School of Public Health, then this no longer fits the USEH model, unless there is latitude given on where the minors can come from. I think those affiliations need to be considered and looked at as there are degree plan requirements at stake that will require programs to redesign and resubmit into CARS (not a fast process) and cause students to feel like the linearity and direction of their coursework is in transition and flux.

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Combining several colleges into one is not without precedent. However, I am not sure that this will strengthen the current programs. In fact, there is a potential to dilute and weaken them with fewer leadership opportunities for faculty. The current location of the Visualization program within the College of Architecture has served that program well. The culture of the architecture studio, etc. has been a positive aspect. I believe such a move will need to continue to foster the relationship with architecture (study abroad programs, exchange of ideas, sharing courses, etc.). However, if this change potentially strengthens the visualization program, it can be a positive for expanding the creative programs in TAMU. It should be kept in mind that visualization is both a creative and technical program. The students take calculus, physics and computer programming, for example. I do worry this technical depth may get lost in this change. This needs careful thought and buy in from the faculty. Moving Construction Science into the COE is very concerning. This degree is not calculus-based and thus the common freshman year and the associated rigor is not in line with Engineering. I believe

this would position Construction Science with a disadvantage while causing issues with the current Construction Engineering and Management focus in the Civil & Environmental Engineering Department. I am not sure how this could be managed in a way that is beneficial to all those involved.

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- We are better aligned with NSF as a separate College of Geosciences. NSF separates Geosciences into its own directorate. This has allowed us to facilitate the massive IODP contract through NSF.
- There is no evidence presented in the report showing any tangible benefit from merging the College of Geosciences with the College of Science and the College of Liberal Arts. Only half of the peer institutions have merged Colleges of Arts and Science. Another Land Grant university, Penn State, keeps their geosciences college separate from the College of Science.
- Having a separate College of Geosciences shows TAMU's commitment to the fields most likely to gain from the likely increases in funding that are on the horizon for both improved understanding of and mitigation of climate change.

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Not at all in favor of the proposed realignments. Liberal Arts would lose its identity and impact were it to merge with Science. It makes no sense to move Biology out of the College of Science.

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Organizational change should always be considered to optimize efficiency (including, for Texas A&M, the importance of teaching, research, and faculty, staff, and student happiness & satisfaction). Central to organizational change is a sense of urgency creating a cause for action. Also of primary importance is buy-in from key stakeholders and people knowledgeable about the pros and cons of change (and who can evaluate the J-curve intelligently (short-term inefficiencies sacrificed for long-term efficiencies)). Combining the various departments should not be done based on survey results or by comparisons with other universities. As was alluded to in the surveys of peer institutions, there are a variety of ways to run universities and there has not been an established go-by on consolidation or separating colleges and departments that has shown to be markedly optimum vs. the alternative. The changes proposed should be evaluated based on the leadership of the effected departments. For many, I don't see any sense of urgency or even long-term benefit of changing - noting that benefits in this report are vague => it is often not clear if the benefits are financial, stem from efficiencies or current waste, or something else. As one example, moving Construction Science to Engineering is a difficult fit. The technical requirements are simply vastly different from Engineering majors. Admission into Construction Science via High Schoolers applying to the competitive Engineering College will be difficult.

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We had a Journalism Department and it was decided by their own faculty that we could still have a Journalism program designed as a cross-disciplinary program, dispensing with the additional administrative expenses of a separate department. The MGT report does not acknowledge this relevant fact. The additional changes in this regard could still be worked out without the creation of a new department. This would be a good opportunity to place the Dept. of Biochemistry alongside with the other science departments, where it belongs.

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I am concerned about Recommendation #6, which merges the University Libraries into the College of Arts and Sciences as a Department of Library Sciences. I believe that the Libraries are more effective as an independent unit for the following reasons: 1) The MGT report recommends centralizing several campus resources to achieve greater efficiency. The University Libraries are already a centralized resource, and I believe that moving the Libraries into a specific college could lead to decentralizing that resource. Enclosing the Libraries organization within the College of Arts and Sciences could lead to perceptions of increased library service, support, and resources for that particular college. My concern is that perceptions of bias or increased support for one college could lead to the desire for college-specific libraries for the other colleges - effectively moving the Libraries to a decentralized model. As a centralized resource, the Libraries can benefit from economies of scale, negotiating journal subscriptions, database access, and other resources to serve the entire campus community. Decentralizing the Libraries could mean that purchasing access to these resources could become even more expensive and could lead to decreased access to needed research resources. Further, these resources all need constant maintenance and support from a variety of library departments, from the electronic resources librarians who work with vendors to the IT staff who support proxy servers to the instruction librarians who teach students how to use them. Keeping these support resources centralized is important from an efficiency perspective. 2) The Libraries serves the entire campus community. We provide resources for, teach workshops for, and collaborate with every unit across campus. Some colleges, like the current College of Liberal Arts, have more visible connections to the Libraries, as departments like English and History commonly need access to books. However, colleges like Engineering commonly need access to databases like EngNetBase, Compendex, and Web of Science, which constitute a substantial portion of the library budget. The Libraries, as a shared campus resource, needs to be able to continue to support the varied needs of the entire campus. My concern is that placing the Libraries, and its resources budget, within one of the colleges could lead to decreased resource allocations for the other colleges. This could affect faculty research, teaching, and even accreditation of some programs. 3) A number of the faculty librarians at the

University Libraries teach, or have taught, credit-bearing courses. Because the Libraries has not been a credit-granting institution on campus, librarians sometimes teach or co-teach courses for other departments, such as ENGL, FYEX, ESSM, and the College of Pharmacy. Many librarians would welcome the opportunity to teach credit-bearing courses in topics such as research methods. Although I think moving the Libraries into the College of Arts and Sciences is concerning for the reasons listed above, there is precedent on campus for departments outside the academic colleges to teach credit-bearing courses (e.g., ASCC, UGST). Allowing the libraries to become a credit-granting organization on campus could be a way to accomplish the goal of librarians teaching credit-bearing courses and supporting student research skills. However, the practice of running a major research library, including managing subscriptions for thousands of electronic resources, circulation of thousands of print materials, cataloging electronic and print materials for discoverability, requires the full attention of many of our faculty librarians. Further, it is important even for those librarians who do teach classes to maintain a balance between teaching small groups and supporting larger campus needs. A teaching librarian can provide in-depth research methods training, but only for a limited number of students. However, our teaching librarians commonly collaborate with faculty in other colleges in order to embed research methods content in their courses. In this case, a librarian might work with the faculty member to design a research-based assignment, create and embed library research tutorials in Canvas, provide a guest lecture or series of guest lectures to students to help with their assignments, and meet with students outside of class to help with questions. In this model, the faculty librarian is closely involved in the classroom, but is able to work with multiple classes simultaneously to provide research methods training to a larger number of students. Transitioning the librarians to teaching only credit-bearing courses (rather than a mix of credit-bearing courses and guest lectures), and to teach only their own courses (instead of partnering with the disciplines) would be likely to result in less support for faculty and students in the other colleges, and fewer students trained in crucial research skills such as database search strategies, citation management, conducting literature reviews, and conducting systematic reviews. This would affect both the teaching and research missions of the university, with the research mission particularly affected by the change in support for graduate students. Although I think the campus would be better served by the Libraries remaining an independent (and thus neutral) unit on campus, I support the recommendation to create a learning commons in the library. The second floor of Evans already includes the Writing Center and the Academic Success Center's Tutor Hubs, and is well positioned to be come a fully-fledged learning commons space. Librarians have worked on joint programming and outreach with the Writing Center, Academic Success Center, and Math Learning Center and have fostered relationships with those units that would allow them to work together to support students from a variety of majors.

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**Recommendation #8: Improve research organization at TAMU-Health** Unanimous Consensus Response from the Texas A&M Institute of Biosciences and Technology (IBT) to the MGT Consulting and M+CG Comprehensive Review

Background: IBT investigators reviewed with interest the MGT and M+CG report summarizing major findings and recommendations for reorganization of several components of Texas A&M University (TAMU). Of particular interest to IBT investigators were the recommendations made to improve the research organization at TAMUHealth and the creation of pathways for advancement and acceleration of early-state health knowledge and products toward translation to clinical practice and commercialization. Six specific recommendations (pages 34-35) were made including: 1) the reconfiguration of the IBT to better focus on advanced research and development leading to clinical trials, 2) the consolidation of some of its components, 3) re-alignment of the Center for Innovation in Advanced Development and Manufacturing (CIADM) with the newly established research and development team, 4) a specific focus on therapeutics, including small molecules and biologics, 5) enhanced coordination with Engineering Health to support development of devices and nanomaterials, and 6) leveraging the anticipated opening of TAMU space in the TMC3 complex during reconfiguring in order to maximize productivity, and attention to a geographically dispersed research faculty across TAMU-Health. Assessment: The proposed reorganization of the IBT was received favorably by IBT investigators. Efforts to continue to advance research and development efforts sharply focused on human health and the creation of new knowledge, devices, therapies, and technology closely align with the vision and strategic priorities established by the IBT in its strategic roadmap for 2019-2022. The IBT vision, articulated in our strategic plan, is to become a leading institute for translational biomedical research and education, with a mandate to grow the research portfolio with a focus on translational and clinical programs, enhance educational excellence with a renewed focus on biotechnology and commercialization, promote visibility and recognition and interactions within the world-renowned Texas Medical Center (TMC) and beyond, expansion of strategic alliances and improvements in organizational effectiveness. Significant advances have been made toward achievement of these priorities. IBT investigators unanimously agreed that the recommendations made in the report build upon ongoing efforts and provide an excellent opportunity for sharpening

and advancing the Institute's focus on translational and clinical programs. We also endorse the need for structural reconfiguration of the Institute in ways that facilitate evolutionary maturation of research programs. To this end, we have already begun discussions to evolve the Institute from its current traditional hierarchical structure into a matrix-based organization where investigators are deployed into programs within the translational and clinical ecosystems that align with funding priorities and that maximize collaborations with the public and private sectors. The goal of this new model would be to afford our talented investigators flexibility in joining multiple programs in ways that are complementary to their research expertise and interests. Each programmatic area would be led by a senior faculty member with expertise in that particular domain and the Institute would be reconfigured into two primary divisions: a preclinical therapeutics research & development division and a clinical therapeutics research & development division, each with a set of supporting core facilities. We envision that the talent currently available at the IBT would allow launching of five major preclinical therapeutics programs focused on cancer (led by Rod Dashwood), immunobiology (led by Yubin Zhou), antimicrobial therapy and resistance (led by Julian Hurdle), neurologic and neurodegenerative diseases (led by Tom Kent), and cardiometabolic disorders (led by Jiang Chang). These research programs would be supported by a roster of facility cores led by Cliff Stephan. Three major programs within the clinical therapeutics division will include cardiology (led by Jiang Chang), precision oncology (led by Ken Ramos) and neurology (led by Tom Kent). New hires already recruited to the Institute will expand coverage to the areas of pulmonary medicine and clinical pharmacogenomics. Co-leaders for each of the above-mentioned areas will be identified to establish continuity of leadership and enhance cross-disciplinary overlap among programs. These clinical programs will interdigitate with the preclinical division within the Institute and with other researchers throughout TAMU to facilitate and support activities focused on the longitudinal development of small molecule, biologic and nano therapeutics, biomarker discovery, bioinformatics, devices, and nanomaterials, with the goal of transitioning to human clinical trials in these programmatic areas. The preclinical and clinical research divisions will be supported by a Biotechnology and Commercialization Services Core that aligns closely with CIADM to support clinical therapeutics programs toward optimum clinical, regulatory, and commercial trajectories, including quality assurance and design control strategies for devices and biomaterials emerging from faculty within the Engineering Medicine program. IBT investigators consider it an inadvertent oversight that the MGT Consulting and M+CG report did not recognize that faculty within the IBT and its Centers already hold primary academic appointments within the Department of Translational Medical Sciences of the College of Medicine (COM). This arrangement allows faculty members to work closely with colleagues in other COM departments and affords an opportunity for COM faculty to seek joint appointments designed to facilitate collaborations. As such, the Department of Translational Medical Sciences already achieves the integration of research interests envisaged by the recommendation that the Centers for Epigenetics & Disease Prevention (EDP) and Infectious & Inflammatory Diseases (IID) be moved to existing departments within the COM or be developed as standalone departments. Faculty members within these centers have strong and well-funded research programs focused on translational research and therapeutics research and development, with most of them being pursued through collaborations with multiple institutions within the TMC and other institutions of national stature (Table I). All IBT faculty members, including those in EDP and IID, view the Department of Translational Medical Sciences as their logical home department. It is also important to note that at the present time, IBT investigators hold faculty appointments in other TAMU Colleges, including the Colleges of Agriculture and Life Sciences, Engineering, Pharmacy and Science. Thus, IBT faculty do not support the recommendation to relocate two of IBT's successful translational research groups, as this would detract from the integrated and coordinated goal of refocusing research programs on the development and application of novel therapies and devices for the improvement of human health, with multiple existing clinical collaborators and projects embedded in TMC health systems. Recommendations: As implementation efforts and timelines are created to activate the recommendation presented in the MGT/M+CG report several elements should be kept in focus: 1. Expansion of translational and clinical research and development efforts along with significant realignment of the CIADM and their existing quality assurance and manufacturing expertise, will require creation of new core resources and infrastructure not currently available. These include but are not limited to a Biotechnology and Commercialization Core, a Clinical Research Office, a Pharmacokinetics and Toxicology Core, a Data Analytics Core, and a Medicinal Chemistry Core. The latter should be developed in collaboration with the Colleges of Pharmacy and Science. Such commitments will require aggressive recruitment of new talent and appropriate financial support to ensure sustainability of programs. 2. The realignment of CIADM with the Houston-based translational and clinical programs should explore development of appropriate infrastructure to support Good Laboratory Practices and Good Manufacturing Practices for biologics. 3. The reconfiguration and renewed focus of the IBT will involve modification of



associated programs, such as graduate and postgraduate education, and expansion of clinical research training offerings.

4. A Strategic Leadership Team led by the Executive IBT Director and involving key stakeholders across TAMU-Health and other TAMU units should be constituted to guide the implementation phase of elements within the report directly impacting translational and clinical research programs. Conclusions: The renewed impetus toward translational and clinical sciences and the advancement of cutting-edge science aligns with the aspirations and priorities of the entire IBT community, including its investigators, students, trainees, and staff. The reorganization effort is well positioned to further enhance the national and international impact of TAMU research and development programs. This exciting and timely endeavor will leverage world-leading expertise within the IBT and the TMC, as well as facilitate convergence and synergy between TAMUHealth and the research and educational mission of other colleges within the TAMU System.

Table I. Current Translational Research Programs of Faculty in the Centers for Epigenetics and Disease Prevention and Infectious and Inflammatory Diseases. Title: Current Translational Programs of Faculty Affiliated with the Centers for Epigenetics and Infectious/Inflammatory Diseases Investigator (Center): Translational Research Project (Collaborating Institution)

Kurt Zhang/Jia Li (EDP) Nipple aspirate fluid biomarker analysis for breast cancer patients (Walter Reed Army National Medical Center) Clinical trial of gallotannins for diabetes prevention (TAMU) Cardiac toxicity of cancer drugs (IBT) Childhood obesity cohort in Hispanic American of south Texas and maternal diet intervention (UT Health) Obesity clinical research center (TAMU) Leng Han (EDP) Hypoxia-targeted therapy (MDACC) RNA-based therapy (MDACC and UT Health) Immunotherapy (Oregon Health Sciences Univ) CAR Therapy (MDACC) Immune Related Adverse Events (Vanderbilt) Nancy Huang/Li Guo/ Jia Li (EDP) Epigenetic signatures as diagnostic and prognostic biomarkers in the clinic to guide pediatric brain tumor treatment (Texas Children's Hospital) Prognostic value of epigenetic modifications (5-hydroxymethylcytosine) in hematological malignancies (MDACC) Drug-controllable system to modulate CAR T-cell based immunotherapy (MDACC) Interaction between modifiable environmental stress and genetic defects in clonal hematopoiesis (Baylor CoM) Therapeutic targets to promote tissue repair following cardiac injury in clonal hematopoiesis with high risk of cardiovascular disease (Baylor CoM) Novel therapeutic strategy to target peripheral T cell lymphoma arising from mutant RHOA (Baylor CoM) Rod Dashwood/Praveen Rajendran/Jia Li (EDP) Hereditary colorectal cancer (FAP) patient adenomas for epigenetic endpoint analyses (MDACC) Fresh colon cancer FAP patient biopsies for organoid culture and epigenetic drug/therapeutic combination screening (MDACC) RNA-seq datasets from Lynch Syndrome and FAP patient colon adenomas for epigenetic gene signatures and novel leads (MDACC) Human colorectal IHC and TMAs for antibody fragmentation analysis in colon and duodenal lesions (UT Health) Adenomas, adenocarcinomas, and matched normal samples for immune targets and endpoints (MDACC) Randomized controlled trial in men presenting for biopsy of the prostate for epigenetic signatures modified by BSE intake (Oregon Health Sciences Univ) Adenomas and normal tissue biopsies from screening colonoscopy patients, cruciferous vegetable food frequency questionnaires, broccoli sprout extract (BSE) intervention (Oregon Health Sciences Univ) Magnus Hook (IID) Pulmotect Inc. a clinical stage biotech company was co-founded by Dr. Hook (MDACC) Analysis of S. epidermis in clinical isolates (MDACC and Duke University) Study of staphylococcal diseases (Duke University) Xiaotong Song (IID) Translational development of novel viral vectors for therapy and vaccine development for infectious diseases and cancers Co-development of retrovirus-based CAR-T cell therapy for liver cancer (Texas Children's Hospital). Co-development of retrovirus-based CAR-T cell therapy targeting HER2-positive cancers (Texas Children's Hospital). Developer of oncolytic vaccinia viruses and founder of Icell Kealex Therapeutics, acquired by Ansun Biopharm in 2020. Engineering novel adenovirus vectors currently under commercialization discussions with CG Oncology Inc & Horizon Biotech, Discussions with TMCi accelerator to launch a new startup for the commercialization of novel adenovirus & retrovirus-based technologies Julian Hurdle (IID) Discovers new therapeutics for bacterial infections (Baylor CoM), aided by a program studying correlations of antibiotic resistance with clinical outcomes A retrospective study of patients in Texas Medical Center hospitals was recently completed, showing how antibiotic resistance hindered therapeutic success. Building on these seminal findings to develop molecular diagnostics to improve treatment selection for patients with clostridia diarrhea (Univ of Houston) A T32 co-mentor, and oversight committee member, of the Training Program in Antimicrobial Resistance (Gulf Coast Consortium) Dekai Zhang (IID) Immune system responses in prostate cancer with access to clinical samples (Baylor CoM) Studies of the role of Toll-like receptors in breast cancer (MDACC) Targeting innate immunity against viral infection leading to the creation of Pulmotect, Inc (MDACC) Margie Moczygemba (IID) CPRIT-funded high-throughput flow cytometry core facility at IBT where we perform compound and drug screens for cancer drug discovery in the Texas Medical Center. We have investigators from MDACC, Baylor CoM and IBT who use our core facility to investigate diseases such as acute myeloid leukemia, colorectal and breast cancer. (MDACC, Baylor CoM) Yu Xi (IID) Study of microbial contribution to colorectal cancer aided with analysis of preclinical and clinical

samples (Baylor CoM, TAMU, MDACC) A T-32 mentor as part of the Training Program in Molecular Basis of Infectious Diseases (UT Health and Gulf Coast Consortium)

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Support all of the suggestions here

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The combining of Liberal Arts and Sciences into one college is very concerning. Just because other universities have done so does not mean it's a good idea. The two are disparate in research, and thus will create more bureaucracy to ensure there are associate deans from both the existing colleges to speak the language of the faculty they represent, defeating the purpose of consolidating much of the existing bureaucracy. Developing the largest college does not make it more competitive for funding against the others- it makes it more competitive within the college itself among the expanded set of departments. Additionally, they are all physically distributed across campus. The rationale of a 4-legged stool is a hollow one- there is no need for reorganization when the College of Liberal Arts already has almost as many departments as the College of Engineering. Combining Science and Geosciences makes much more sense, but there's not much to throwing in Liberal Arts as well, other than to remove its voice on campus. Clearly, these three colleges want to remain heard on campus in representation and appreciated in equal amounts of current funding. Faculty in Liberal Arts fear funding/research cuts, an increased teaching load, reduction in faculty, and unequal performance evaluations.

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As an Academic Professional Track faculty member who teaches numerous different courses for the Biomedical Sciences program, I strongly disagree with the suggestion (Recommendation #5) to move the BIMS program out of the College of Veterinary Medicine and Biomedical Sciences. The BIMS program is flourishing largely due to its intimate connection with this College. It is unclear how the BIMS program would be administered in the proposed Institute of Biological Life Sciences, but if this connection of distinguished CVMBS faculty and researchers to undergraduate students is severed or lost, it will negatively impact future BIMS students and eventually the BIMS program itself. I have a unique perspective on this subject, as I was a BIMS undergraduate student myself and now teach for the same program that I earned my degree from. I have seen firsthand from both sides (as a student and as a faculty member) the significance of the connection between CVMBS and BIMS. I was strongly impacted in my BIMS undergraduate career by my exposure to lectures from leaders and experts in their fields - most of whom were CVMBS faculty. Now, as a faculty member teaching for the BIMS program, I intentionally cultivate similar exposure for our current BIMS undergraduate students. I have both directly observed and personally experienced the significant positive impact of the intimate connection of CVMBS (and its faculty and resources) on the BIMS program and its students. In short, the BIMS program will be negatively impacted if it is removed and disconnected from CVMBS. Additionally, despite that both have "bio" in their names, a degree in biology and in biomedical sciences are significantly different from each other and attract significantly different students. It is true that housing the two majors together would allow students to switch between them more readily, but this is a huge change in an attempt to solve a problem that does not exist. In my experience from both the student side and the faculty side of this situation, students are not typically attempting to switch between these two particular programs, as they overall have very different focuses. Biology focuses broadly on life sciences while Biomedical Sciences rigorously prepares students for professional school programs. These two programs have different focuses and attract different types of students with different goals. It may be viewed as redundancies that there are similar courses taught by both, but I can attest from personal experience that these courses are not the same and cannot (and should not) be combined. For example, I have taught both GENE 302 and BIMS 320, and despite both being undergraduate genetics courses that are generally considered interchangeable in degree plans, they are significantly different courses with different focuses and purposes. Specifically, BIMS 320 is focused on the applications of genetics to medicine and health care professions rather than general genetics knowledge (as GENE 302 is), which is appropriate for and relevant to pre-professional-school undergraduate BIMS students. These two courses are not redundant but instead serve different students with different educational needs, which only emphasizes the point that Biology students and BIMS students are distinct from each other and generally have different goals and therefore different needs that two separate programs are required to meet. In truth, if the BIMS undergraduate program must be moved out of CVMBS (which I believe would be a grave mistake), it seems that moving the program to Texas A&M Health would be more appropriate, considering that the BIMS program is intended to attract and prepare highly motivated students seeking preparation for professional schools in healthcare-related fields. On a related note, the implication of Recommendation #9b is, quite frankly, offensive. It implies that the Biomedical Sciences program is a distraction for the College of Veterinary Medicine. On the contrary, CVM built Biomedical Sciences into the immensely successful program that it is today in order to support its graduate and professional education programs. This means that the BIMS program is, by

extension, an integral part of that "core mission" and should be left in the College of Veterinary Medicine. The program is, in fact, so integral and significant to the College that "Biomedical Sciences" was incorporated into the official name to become the "College of Veterinary Medicine and Biomedical Sciences." As such, a suggestion to remove the BIMS program from College should not be made lightly. In short, there seem to be many potential negative impacts of such an upheaval and no particular cause or justification to impose such a monumental change.

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I would like to provide feedback on the merging of Bush School and Political Science Departments, and the potential merger of Economics and International Studies to this new school. As a professional school, the Bush School has and will always have different objectives from the Political Science and Economics Departments. It is true that there is a clear overlap between interests of Bush School and Political Science. This creates the incentive to avoid redundancies by merging them. There are some important costs that may not be offset by the gain that is obtained by reducing this redundancy. The standing of the University depends on the strength of its programs. When one looks at the rankings of universities, there is a strong correlation between the general ranking of universities and the rankings of Political Science and Economics Departments. This means that for a university to be strong, it needs strong Political Science and Economics Departments. On the other hand, there is only a weak correlation between the general ranking of universities and the ranking of its school of public affairs. The top public affairs school (US News ranking) in the country is Maxwell School (Syracuse University); Indiana University, U. of Southern California, U. of Washington, and U. of Georgia, all have schools of public affairs in the top ten of this field. These schools are all far from being top institutions at the national level. This reveals that having a top school of public affairs, does not lead necessarily to a better standing of a university. Thus, if the merger of Bush School and Political Science goes through, extreme care should be given to preserve academic independence and academic standards in the Political Science Department. The Bush School Success is measured by means of the success of their Master's program. This is a reality that our University cannot change. Schools of public affairs mostly produce Master graduates and thus their success is usually measured with respect to this item. The success of the Political Science Department depends on the quality of publications of their faculty and the placement of their doctoral students. This will go unnoticed in the national standing of the Bush School. Thus, if the Political Science Department has no academic independence and becomes another branch of the professional school, in time it will veer towards a services unit for the professional school and will lose the prominence it has now. This is a cost that will likely not be compensated by the higher standing of the Bush School. The same applies to Economics, with the further note that there is little overlap between the academic interests of faculty in the Bush School and the Economics Department. The Department of Economics at Texas A&M has found national prominence in the fields of Behavioral/Experimental Economics, Theoretical Econometrics, and Applied Microeconomics. It also counts with well consolidated groups working on Macroeconomics, Industrial Organization, and Theoretical Economics. None of these fields are of interest to a public affairs unit. This is obvious when one observes that out of the Top 28 schools of public affairs in the Country (Bush School and above), only two house the economics department. I could not find meaningful statistics to make a judgement about the International Studies Department. I am not familiar with this field. In summary, Political Science should be given academic independence should they move to the Bush School. The Department of Economics should not move to the Bush School. This department will likely keep thriving in the new Arts and Sciences School. It will also be a keystone joining together the sciences and the liberal arts with which it has strong ties.

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**Centralized Advising** This is a naïve recommendation that lacks any depth of thought or understanding. I found irony in the cited example in the report for two reasons. That process for changing majors is the one that was recently dictated out of the provost office in conjunction with that academic success center. Prior to that centralization, the student just had to go to the major that they wanted and apply for admissions. The second irony is changing majors is such a small amount of what professional advisors do on a daily basis. Advisors spend much more of their time helping student matriculate, helping them with career decisions, pointing them to available resources and perhaps most importantly are the people that are on the front line in identifying mental and anxiety issues. I am a big believer in centralizing advising at the College level. It is reasonable to expect people in that office to understand the programs within that sphere. Expecting an advisor to have any understanding of programs ranging from dance to nuclear engineering is ridiculous. Additionally, our advisors serve on program academic affairs committees and assist in recruiting student. They provide a constant for the students. By engaging in curriculum development, they ensure that desired changes align with University graduation requirements and more importantly they know why things exist in curriculum. If advising was as simple as portrayed in the report, I would have written an algorithm years ago! **University Studies** This is the section of the report that is grotesquely inaccurate, obviously based on perceptions and completely devoid of fact. Having served

on the working group that developed and implemented this program. They are NOT a distraction calling them “students who do not have the qualifications or interest to enroll in a College Degree program” is blatantly false and insulting to those students. The consultants should be required to retract that statement and apologize to the students. They are student in good standing in our university, were admitted to our university and will graduate just like any other student at TAMU! These students are AGGIES just like every other student / major at TAMU! We should never tolerate any degrading any cohort of our student! SHAME ON THE CONSULTANTS AND SHAME ON US FOR NOT DEMANDING THE REMOVAL OF THAT STATEMENT! These students are enrolled in TAMU and meeting the same graduation and matriculation requirements of any student at TAMU. These students are an asset, particularly in the College of Architecture. The most recent graduation salary survey for the College of Architecture has those student with the second highest starting salary of \$53,819 ( <https://aggiesurveys.tamu.edu/public/ReportResults.aspx> ), as compared to the \$41,600 for Visualization, the lowest. Please look at that survey and you will find out there is a real demand for those students in the workforce. The University Studies students have not been a distraction, in fact they have been a compliment to the professional programs in the College of Architecture. Of the 423 Masters student in the current cohort, 43 of them, or 10% came from University Studies programs with others from USBU and USVM. These students have provided a reliable pool of domestic graduate student, which has been essential considering all the visa issues of the past several years. To set the record straight a little history into the origination of that program is obviously needed. The University Studies program came into being to assist students who were blocked from advancing toward graduation by program-imposed roadblocks. For example. many programs had 2.5 GPA requirements to move into the upper division classes. A student with a 2.4, would be in good standing in the University but could not make progress toward degree. In addition, at that time, there were over 5,000 students in General Academic Programs, which did not grant any degrees. These were all students in good standing but were being blocked by arbitrary barriers from moving to degree completion. University Studies was created to help these students. Most Colleges were opposed to this concept, were forced to create them, and reluctantly began these programs. As the student became integrated, people began to see them as good students and their potential. Many of the students in the program arrive at University Studies after having “bounced around” majors and colleges. The flexibility in the University Studies programs allows for expeditious completion of the undergraduate program and into the graduate program to meet their professional desires. This is often the fastest and least expensive option. For example, a student wants to be an Architect and has 60 hours from a variety of majors. Because of the sequential nature of studio classes, the student would need 4 more years to complete the undergraduate degree and 2 more for the masters for a total of 8 years to qualify for professional registration. With University Studies, the student could complete the undergraduate degree in 4 years and start the 3-year career change program. The student would complete their professional goal with 1 less year of college, saving tuition dollars, but more importantly enter the work force a year earlier. Just a year less college overhead and the extra year of work could be easily worth over \$100,000 to the graduate. In the University Studies Program (USAR) with good advising we can prepare them for this program. With University Studies out of the College of Architecture, the student will not get the needed preparation and concentration, eliminating this huge benefit. The USAR program is not a distraction, we have 2 advisors who help the students and in most instances are enrolled in existing courses. Additionally, the study abroad requirement has given faculty the ability to travel abroad, teach classes and advance their research, all of which is positive and will vaporize if USAR is removed from the College. This recommendation will be devastating for thousands of TAMU students!! Removing Construction Science from the College of Architecture Construction Science has its beginning in the College of Engineering, where it was for likely around 20 years. That program left Engineering and was moved to the College of Architecture, because Architectural Construction (ARCO at the time), was focused on project management of buildings and not the engineering of buildings. While it is 50 years later, the same holds true. The College of Engineering already has a Construction program in Civil Engineering that is apparently focused on infrastructure projects, where the teams are led by Civil Engineers – so this logical. Given that the primary focus of Construction Science is on building construction, where the teams are led by Architects it is a natural expectation for those two professions to be collocated. A review of the faculty credentials will show that most have management backgrounds in primarily commercial and residential construction. I would encourage you to look at how TAMU procures buildings to see the obvious connection between Architects and Constructors. In the TAMU procurement process, the Architect and Contractor are selected at the same time. The engineers are subcontractors to the Architect. The Architect and Contractors are on the project from day one to day last. The engineer, since they do not have construction administration responsibility, are disengaged from the project at likely 25% construction complete. There is virtually no symbiotic relationship between the engineer and contractor in Commercial Construction.

The Construction Science Program is THE major pipeline of talent for the commercial construction industry in Texas. Within the College of Architecture, they have been given their own identity and have thrived to become a model program in terms of size, quality, and industry support. In the College of Engineering, they will get them closer to 25 by 25 but will be one twenty fifth of the population and will disappear. The things that make the program successful such as semester away and the Industry Advisory Council will have difficulty with Engineering Admissions and common first year. They will be forced to fit that model or be relegated to “second class citizens” within the College. They will be in a no-win situation. If the desire is to strengthen the existing Construction Engineering program, there are better ways to make that happen then destroying Construction Science. The research collaborations that have been recently established can continue and be enhanced. Additionally, there is NO curricular connections between Engineering and Construction Science. The Construction Science program follows the Business School curriculum and is much closer tied to business than engineering. The business and law aspects are more connected to the profession than the design aspects of a College of Engineering. If you feel compelled to extract Construction Science – put it in the Business School! The program also has the most recognized Industry Relations operation, which will not survive in the College of Engineering. Construction Science has the largest Department Career Fair at TAMU, they will be lost in the massive, centralized Engineering Career Fair. Additionally, many of the companies are supporters of Engineering and Construction Science, if they are together there is no reason to support both – a net loss of donor dollars to TAMU. This change is a very bad idea!

**Moving of Visualization to Arts & Science** The Visualization program today is the result of demand driven changes. This program began as the Visualization Lab with the idea of using visualization techniques to do virtual walks through buildings. At that time this required powerful computing power to manipulate rudimentary images. The “Hollywood Crowd” saw what we were doing and saw the potential in the movie industry. When the Visualization Lab was made a standalone Department there was the conscious decision to focus on film-making which aligned with the credentials of the initial Department Head. Over time the things that once took million-dollar computers can be done by a teenager in their bedroom. This technological shift was a driver in recent hires to focus more on data visualization and applying those techniques to other fields and professions. For example, could field of vision be enhanced with VR goggles help people with impaired vision see better. Things like this can change a persons life! While there is lots of press about the connections between the gaming industry and Disney / Pixar. The Former Students directory lists only 24 graduates since the mid 90’s that are currently with Disney / Pixar. There is only 1 former student listed at Electronic Arts, one of the most substantive gaming companies. A conscious decision was made several years ago not to increase the size of the program, because of the limited job opportunities and low starting salaries. This program attracts some of the brightest and best students to TAMU and fills before any major. The incoming student have dreams of being animators, but that market is very small, and they often end up at ad agencies. The curriculum gives the student the option to pursue technical skills or classical art skills. Most of the student prefer the classical art skills at the expense of learning technical skill / programming. This severely limits employment potential at graduation. The new Department Head was challenged to increase the technical rigor of the program to open other avenues in data visualization and process animation. These changes will be more difficult in an art program when the real need is science and computer science. Please dig deeper into this change – things are not always as they appear!

**Combining Arts & Sciences** This is obviously well intentioned and will reduce the Dean count by two, it likely would not yield much of a savings and do more harm than good. Will this be the end of tenure for many Liberal Arts Programs? A College T&P committee made up of Chemist and Physicist with multimillion dollar research grants serving with a Literature professor who has spent their life studying the writings of a single person is the definition of dysfunctional. I have served on the AFS Distinguished Achievement Awards Committee for research and witnessed this firsthand. How do you compare a person with a multi-million-dollar research agenda in the Sciences with a person from a field that provides little or no research funding? It is a very difficult conversation to get serious consideration with such divergent fields. I worked in one of these Colleges early in my career it was totally dysfunctional.

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I strongly oppose the suggestion of creating a College of Arts and Sciences. Natural Sciences and Humanities have completely different cultures. The fundamental differences in approaches, methodology, and evaluation of research and creative products in natural sciences and humanities seem to be obvious even from a child of elementary school ages. Even in high school humanities and science departments come separately, while in such a large, renown, and since. engineering research-oriented university as Texas A&M, the College of Science departments, playing a crucial role in the teaching of service courses in Math and Sciences, is very research-oriented and consist of world experts in their fields from all over the world, while the Liberal arts departments are more focused on the instruction of core curriculum only. In this way, the merit criteria for a successful faculty member from Colleg of Science and Colleg of Art are completely

different, and this effect significant differences in the tenure evaluation, hiring procedure, and also in hiring needs in those Colleges. Unifying these Colleges you assume that people of one academic culture and system of professional evaluation will take an important part in the fate and strategic planning of people of completely different academic cultures and systems of evaluation. This does not seem to be logical at all and I expect that after such a merging it will be inevitable to have Vice Deans of Natural Sciences and a Vice Dean of Liberal arts with their own offices, two separate College-level committees on the tenure and promotion of members of the department from science departments and members of liberal art departments so that there will be no any optimization of staff, vice versa additional useless unifying offices will be created on the top of the existing one and the existing one will be just renamed. Overall, the tendency to centralization never proved to optimize the budget and make things more efficient, but lead to more bureaucracy and a lack of competency and personal responsibility for decision making, so I do not quite understand why we need to do all this. I spoke with people from other universities (for example from Iowa State), where the College of Art and Sciences was created and I only heard a negative opinion on this with exactly the same concerns I brought above.

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Although the realignment of some colleges could be a good thing for the university, I'm hopeful that leadership will take a more careful look at certain recommendations to move/merge colleges, departments, or programs and allow ample time for any such transitions to take place if it is ultimately decided it is best for the university. For example, the recommendation that the Department of Health and Kinesiology (HLKN) be moved wholesale from the College of Education and Human Development and be merged with the School of Public Health (SPH) does not seem to have been well thought out or did not take into account the diversity of program offerings. There are myriad program areas in HLKN that are highly productive and might not be best served by merging with (SPH) (e.g., sport management), but instead, would be better off either staying in CEHD or perhaps moving to other colleges across campus. But regardless of what changes are eventually adopted, it would make sense not to rush the process. It would seem that a Fall 2023 as opposed to a Fall 2022 implementation of such transitions would be more realistic, and quite frankly, fair to the faculty, staff, and students who will be impacted by it.

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Forgive my cynicism, but I read about the circus in the papers every day. I've been wondering when the university would get around to something like this. The Academic Realignment proposal gives TAMU a plausible rationale to sink an academic unit with the word 'Liberal' in the title. The wise heads in Austin who currently make the laws and allocate funding for education in our state must get apoplexy every time they see or hear that a 'College of LIBERAL Arts' exists at Texas A&M. This is a clever way to fix that problem. I'd like to think there is a grown-up, rational reason for the proposed realignment, but I'm dubious there is one. As for the effectiveness of the proposed merger, who can really tell? The MGT report people do not give us much to go on here. I suppose organizationally and financially to may make some sense to streamline some operations. And a new College of Arts and Sciences would create a second juggernaut to stand alongside Engineering. Will a giant CoAS make for better research and teaching, and happier staff, students and faculty, in the long run? How that happens is not fully explained.

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I wish to voice my concern over the loss of identity of Geosciences in the planned College of Arts and Sciences. Therefore, I believe it would be beneficial to retain GEOSCIENCES AS AN IDENTITY in any newly formed College. My rationale is as follows. Being a small College, Geosciences has worked hard over the past 50 years to develop a unique cohesive and identifiable identity beyond simply an aggregation of its four academic departments and associated centers. The college has already consolidated academic advising in the college, has in the past year launched a (1) Geosciences focused recruiting center and (2) and Geosciences focused career center. Both of these serve students across our college. Losing them would negatively impact our future, current and former students across the Geosciences. The College has also been forward thinking in regards to interdisciplinary academic programs. The College has created highly successful undergraduate (Environmental Programs) and graduate (the Master of Geoscience) programs at the College level that are serving our current students well. These programs are contributed to by all academic units in the College. How these programs would be sustained in the long run without some focused Geoscience area in a large College of Arts and Sciences is worrying. In conversations with leaders of our college's student organizations, the importance of the college's small size and the familiarity it brings was identified as important both for recruitment and retention of students. This is a major selling point of our College and has been important in our success with high impact educational practices.

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My overarching concern with regard to the Academic Realignment recommendations is that all of the peer institutions listed are much smaller than Texas A&M. The College of Arts and Sciences at any of these institutions is a lot smaller than ours would be. At a time when we are struggling to retain our ability to treat each student as an individual, to treat each student as part of the Aggie family and invest in each student as a person - preparing them for the next step in life -

we need to strengthen Departments and Colleges as academic units where students know us and where we know them. Lumping liberal arts, science and geoscience into one massive college would have the effect of making us another one of those big blowsy (anonymous) state universities (Arizona State with higher humidity and trees). Recommendation 1. It would be a sad to lose the College of Geosciences, which provides a unified and cohesive focus on key Texas, national, and global issues such as climate change, environment, resilience, sustainability, and the energy transition. Losing the College of Geoscience at Texas A&M would leave UT Austin as sole operator of a Geoscience college in the State of Texas, and allow that institution to dominate in these key areas. The College of Geosciences was created in 1965 under President Rudder, and since then Texas A&M has become an international flagship institution leading geoscience programs such as IODP. Without the Identity and the focused leadership of the College of Geosciences, Texas A&M will soon lose its strength and international prestige to other peer institutions in geosciences. That said, it would be nice to enable more collaboration between colleges in undergraduate and graduate teaching. The EEB program, which takes in faculty from Liberal Arts (Anthropology) Geoscience (Geology and Geophysics, Oceanography) and Science and AgriLife is an example of a strong and innovative interdisciplinary graduate program at TAMU that cuts across College and Department boundaries. Finally, implementing this recommendation while removing the Dept. of Biology from the College of Science will weaken all of the collaborative teaching efforts that might become possible in a College of Arts and Sciences. Recommendation 2 - I would be in favor of this recommendation - but it will take money and not too long ago, we dismantled the performing arts focus of our Music Department. I don't like the idea of spending money to rebuild what we recently dismantled. Recommendation 3. I would not be in favor of this recommendation. 10 or so years ago, we dismantled our Dept. of Journalism. I don't like the idea of spending money to rebuild what we recently dismantled. Where will these people get jobs? I note that in the past 3+ years, KAMU-FM has become increasingly right wing (e.g. the weekly show with Rep. Pete Sessions, who voted against certifying the 2020 Presidential Election). The times I have listened to this show, it was not non-partisan. I assume KAMU-FM has a Board of Directors and that this show reflects the preference of the local community. Based on recent changes in their programing, I would be concerned if KAMU-FM were linked to an academic department at this university. Recommendation 4. no comment Recommendation 5. Create an Institute of Biological Life Sciences. Surely other schools (Cornell University?, Iowa State?) have Biology Departments in the College of Science and biological departments in their Colleges of Agriculture. This will weaken the proposed College of Arts and Sciences and I'm not sure it will have the desired effect of raising the profile of Biology at Texas A&M. Recommendation 6. no comment

This is a nightmare scenario. I will begin by pointing out that the peer institutions that MGT lists in the beginning of this section are known as Liberal Arts Institutions. The liberal arts are among the strongest departments in these institutions; they are valued by their STEM counterparts. At TAMU, that is not the case. Historically, it is an agriculture, engineering, and military school. Until well into the 20th century, the liberal arts existed only to support those other programs; degrees in the liberal arts were late additions to the university degree offerings. To argue that the "larger college structure [a college of arts & sciences] creates a stronger advocacy for the liberal arts education at a STEM-focused university" seems asinine given the unique history of TAMU. A more likely scenario is that the liberal arts, especially the humanities, will be minimized, underserved, misunderstood (particularly in terms of the nature of humanities research), and undervalued. The liberal arts likely will, once again, become service departments for other programs. Equally problematic is the reason that the report gives for creating this mega-college; it basically says that bigger is better. I beg to differ. As for a school of performing arts, has MGT ever heard of the Texas Higher-Education Coordinating Board? They have made it abundantly clear that such a situation will not approved or tolerated. This recommendation, perhaps more than any other, makes one seriously question whether MGT understands anything about our context here and compromises the rest of the report. The recommendation about journalism is nearly as bad. We had a department of journalism until approximately 2003 or 2004 when it was eliminated. The reasons for eliminating the department were not particularly popular, but the point is that MGT doesn't seem to even know we have this history. Equally problematic is the reasoning for creating the program: people don't trust media anymore and if we build it {a department}, they will come. Merge the libraries into the new college of arts and sciences and create a department of library sciences. Once again, I ask, has MGT talked to the Higher-Education Coordinating Board? To the faculty and staff of the TAMU libraries? I seriously doubt it.

1. Moving the Department of Health and Kinesiology out of the College of Education is a great move and welcomed universally within our department. It has been a bad fit for a long time and the last two academic program reviews strongly recommended the move as a #1 priority. Thank you. However, 2. The Health Education group and the Kinesiology group, likewise, have very little in common and function independently. There is virtually no argument from

anyone in the department that the Health Education group fits well in the School of Public Health but Kinesiology does not. Our training is physiology, biochemistry, genetics, nutrition, psychology, neuroscience and the like and would struggle to find common ground in Public Health. It would be an improvement from the College of Education but the same problems would exist. 3. If Kinesiology was set up as a department, we would be competitive on the TAMU campus as one of the better departments in terms of funding, students numbers (1200 UG, 60+ grad students) and faculty (~30). Without the dilution of the Health and Sports Management group, we will likely be the #1 program in the country which will be only the second #1 program at TAMU ever. 4. If you examine our natural collaborations, you will see that Agrilife is the most dominant connection. We have collaborations in Engineering (obviously not a good fit) and in Arts and Sciences. 5. Our Sports Management program also has little in common with Kinesiology or Health and has a natural fit with Tourism and Rec Management Department in Agrilife. 6. Our Physical activity program is essentially an extension program of the Kinesiology group and could mirror extension programs in Agrilife. Please look more carefully at the Department of Health and Kinesiology as we no longer fit together. The realignment is a tremendous opportunity and I think the suggestions I am making would be in the best interests of TAMU, the colleges and our faculty. I am excited about these changes and I hope they make everyone stronger.

In the report, "there could be other units interested in merging with Bush School due to the ..., such as Economics or .. " As an economics professor, I am NOT in favor of the merger. One potential advantage of the merger is that Bush school may provide a better exposure of the economic policy research. However, I do not think our policy research lacks exposure. Several faculty members' research in our department has been featured at NPR, Dallas Morning News, etc. My own work on China is seen at New York Times, Wall Street Journal, Bloomberg, Business Week, Economist Magazine, Financial Times, and others. What lacks is the policy research itself. Vast majority of economics research is more fundamental with no clear policy implications, and thus may not be appreciated enough in a public policy school. So I see no obvious advantages but potential disadvantages for the merger. If more policy studies are desired from the university's point of views, a better way is to incentivize the department (and the faculty).

Recommendation #9D: Consolidate HLKN into SPH As a member of the health faculty, I, along with my colleagues, oppose the movement of HLKN and our health education division to the school of public health on the grounds that (1) it is not in the best interests of our faculty nor our students, (2) it detracts from our ability to attract new students, and (3) the information that supposedly justifies the proposal is inaccurate. Report claims: "Program growth in each academic unit, specifically in the Community Health and Public Health degree programs, often appears to continue to create new conflict, course offerings, and program expansions in the other (...) however, this duplication of program offerings is an inefficient use of resources, confusing for accreditation and program evaluation" (p. 39). While the report suggests HLKN and SPH experience duplications that might be confusing for accreditation and program evaluation, it fails to acknowledge the origins of the perceived overlap: The BS in Health Education began with the establishment of the College of Education in 1969. The SPH's BSPH was established in 2014, proposing to duplicate courses that aligned with the Division of Health's already-established professional preparation programs and degrees (which prepare school health teachers, community health educators and the health workforce). Additionally, in spite of what the consultants said, there are very few overlaps between HLKN and SPH, with only ~ 150 students out of ~4000 in HLKN affected. The consultants also argue that putting HLKN with SPH is common in other Universities and provide 15 Universities they note as Peer Institutions. Several incorrect assumptions are made in the MGT listing, including misclassification of some of the Institutions as our peers, and miscategorization of several of the programs. Most importantly, the Consultants fail to realize that just because a College/School has "Health" in the title, does not make it a School of Public Health. In fact, of the 15 examples provided, eight of them (53%) do not include Public Health (Oregon State, University of Illinois, University of Utah, Central Oklahoma, Iowa State University, Miami University, University of Nebraska at Omaha, and University of North Dakota were all incorrectly classified). While there are some parts of HLKN that are contained in SPH around the country, many units like HLKN are in their own School/College structure (e.g., University of Michigan). If there is competing demand for students at the undergraduate (or graduate) level, it would seem wiser to capitalize on existing pedagogical resources already in place in the Health Education program (in HLKN). It would also seem wiser -- in lieu of moving HLKN to the SPH -- to capitalize on the forces driving enrollment in the Health Education undergraduate and graduate programs at a rate two-thirds higher than that observed in the SPH. Report claims (erroneously): "The overlapping degrees are the Bachelor of Science in Public Health, Master of Public Health, and Doctor of Public Health within HPCHS, and the Bachelor of Science, Master of Science, and Doctor of Philosophy in Community Health at HLKN" (p. 38). The health-related Master's degrees offered in HLKN are MS in Health Education; the one offered at the SPH is a Master of Public Health degree. HLKN offers a Ph.D. in Health Education (not Community Health as claimed in the



report). SPH offers a DrPH. Assuming these degrees are redundant reveals unawareness regarding the nature and function of these titles: both the MPH and the DrPH are practitioner-oriented degrees -- appropriate for professionals working in state or federal-level departments of health and/or health care providers focused on practical applications of public health principles. MS and Ph.D. degrees are research and scholarship-oriented degrees -- appropriate for professionals seeking to research, develop, and disseminate new knowledge, as well as for scholars critically assessing knowledge development and ethical implications of applying research-based innovations/knowledge. Report claims: "One of the primary reasons to move HLKN to SPH is that SPH's Council on Education for Public Health accreditation will not allow SPH to eliminate degree programs or to offer joint programs" (p. 39). A recommendation to dismantle one of TAMU's largest academic departments because an accreditation program does not permit another solution is disingenuous. The rationale is invalid, given that several other peer institutions have CEPH accreditation for their Public Health programs while simultaneously housing other units similar to HLKN's Division of Health Education. One such peer institution - which the report failed to list in Appendix 3 -- is The University of Texas at Austin. UT-Austin houses both undergraduate and graduate degrees in Health Behavior and Health Education in their Department of Kinesiology and Health Education -- within the College of Education -- while also offering a BS in Public Health; at the same time, the UT School of Public Health offers MPH, DrPH, and PhD degrees (alongside non-degree certificates and programs). Other peer institutions having the same model as TAMU (Health Education programs outside SPHs), with concomitant Schools of Public Health and their degrees include: the University of Alabama Birmingham and University of Florida. Counter-Recommendation: From both a budgetary and efficiency perspective, it is more feasible to move the smaller HPCHS from the SPH into the HLKN Department, given the Health Education Division's history, scholarly productivity, national prominence and leadership role within the HLKN Department, the College of Education and Human Development, the University, and nation-wide. Moving the HPCHS department into HLKN would cost less and would allow the HLKN's Division of Health Education to maintain its independence and leadership role within the profession of Health Education, thus contributing to the College of Education's focus on developing professional educators of various stripes. HLKN is a large department and has approximately twice the number of faculty in SPH (113 HLKN vs. 60 in SPH) and approximately four times the number of students as SPH (3,975 HLKN vs. 1,180 SPH). Putting HLKN into SPH will be akin to a bottleneck approach. Adding HLKN to a tightly regulated School -- with accreditation standards to satisfy -- will be difficult to say the least. OR I would recommend that HLKN be moved under the TAMU Health umbrella and established as an independent School of Health and Kinesiology. Faculty within the HLKN Health Division that want to move to SPH should be allowed to relocate, given that SPH has previously hired several HLKN Health division faculty, while HLKN Health faculty that want to stay in HLKN should be allowed that privilege. Moving HLKN as a School under the umbrella of TAMU Health, would strength TAMU Health, would cost little, and would maintain the strength of HLKN. There will certainly be Health faculty that would like to transfer to SPH, but there are also a large number of Health faculty whose research and education programs do not fit into the SPH model. Lastly, this action -- creating a School of HLKN in TAMU Health -- would allow SPH to continue to pursue its destiny as a Public Health focused educational entity. Given that HLKN is currently administratively and financially structured like a School this action would not increase costs and inefficiencies.

The recommendation to relocate HLKN to SPH is based on faulty and incomplete information, making the conclusions both inaccurate and inappropriate. Health education and public health are distinctly separate in terms of credentialing, career trajectory, and curriculum focus. The degrees offered \*do not\* overlap, and the health division within HLKN has a rich tradition dating back to its inception in the 1960s. (Consequently, the recently created BSPH patterned their program after the well-established and successful BS HLTH.) The Division of Health should not be subsumed into a smaller, newer, less-successful program. Furthermore, several aspirant peer institutions successfully structure their programming to accurately distinguish between health education and public health. In fact, The University of Texas at Austin, ostensibly the priority aspirant peer for TAMU, offers health education degrees within their College of Education and public health degrees within their School of Public Health. The following points justify and support the need to retain the Health and Kinesiology Department as an integral academic unit, correct erroneous information offered in the report, and provide a counter-recommendation. Report Recommends: [Recommendation #9d]: " Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health. (...) Refocus the College of Education and Human Development on the core mission of producing educators and move the Department of Health and Kinesiology ... to appropriate units" (p. 38). Response: The majority of faculty within the Division of Health Education in the HLKN Department believes this recommendation is ill-suited, given that the Division of Health Education contributes significantly to the College's focus on "producing educators".

The Division of Health develops/trains Health Educators with degree options that allow for TEA teacher certification and enable students to sit for the nationally accredited Certified Health Education Specialists. Undergraduate degree options are: BS in Health Education (with an emphasis on Allied Health) or a BS in Community Health. All graduate degrees are in Health Education (and not Community Health). Health Educators and Community Health/Public Health Workers are specifically identified by the U.S. Bureau of Labor Statistics (BLS) as distinct occupations. Each training program has its own, unique certifying agencies. For health education programs: the National Commission for Health Education Credentialing, Inc. (NCHEC); for public health programs: the Council on Education for Public Health (CEPH). Re-alignment of the HLKN department with the SPH would contribute to REDUCING THE FOCUS of the College of Education and Human Development on its “core mission of producing educators”, by eliminating one of its vital education-oriented programs - and detracting from the capacity to attract potential students. Moreover, even if a move to SPH is imminent, resources still need to be invested to articulate differences and ways to capitalize on the strengths in the BS in Health and Community Health degrees and avoid the duplication created by SPH’s BSPH. The BS in Health and Community Health need to be intentionally maintained and keep a focus on health education and promotion with responsibilities and competencies, different from what one would find in BSPH preparing professionals for Epidemiology, Health Policy, and Environment and Occupational Health. Report claims: “Program growth in each academic unit, specifically in the Community Health and Public Health degree programs, often appears to continue to create new conflict, course offerings, and program expansions in the other (...) however, this duplication of program offerings is an inefficient use of resources, confusing for accreditation and program evaluation” (p. 39). Response: While the report suggests HLKN and SPH experience duplications that might be confusing for accreditation and program evaluation, it fails to acknowledge the origins of the perceived overlap: The BS in Health Education began with the establishment of the College of Education in 1969. The SPH’s BSPH was established in 2014, proposing to duplicate courses that aligned with the Division of Health’s already-established professional preparation programs and degrees (which prepare school health teachers, community health educators and the health workforce). 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Response: A recommendation to dismantle one of TAMU’s largest academic departments because an accreditation program does not permit another solution is ludicrous, at best, and disingenuous at worst. The rationale is invalid, given that several other peer institutions have CEPH accreditation for their Public Health programs while simultaneously housing other units similar to HLKN’s Division of Health Education. One such peer institution - which the report failed to list in Appendix 3 -- is The University of Texas at Austin. UT-Austin houses both undergraduate and graduate degrees in Health Behavior and Health Education in their Department of Kinesiology and Health Education -- within the College of Education -- while also offering a BS in Public Health; at the same time, the UT School of Public Health offers MPH, DrPH, and PhD degrees (alongside non-degree certificates and programs). 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nation-wide. Moving the HPCHS department into HLKN would cost less and would allow the HLKN's Division of Health Education to maintain its independence and leadership role within the profession of Health Education, thus contributing to the College of Education's focus on developing professional educators of various stripes.

As stated above, the realignment recommendations should probably be revisited by President Banks and a team within the University. Some of the recommendations related to the University Libraries, College of Education and HUMAN Development, Business, Health Sciences etc all have pros and cons and the report fails to acknowledge the cons. The power of a large thriving entity like Texas A&M University is in the ability of the organization to still feel like a small campus for the students who come into study here. That small campus feel is derived from the local support and relationships students build with the faculty in their programs and colleges. Thus, a more centralized approach will further put distance between the student and those that promote their success here. My research team has made transformative contributions to the State of TEXAS schools and beyond. The research has garnered millions of dollars in funding and has been featured by the What Works Clearinghouse and has made superb impacts on children across Texas. We hope that these would be featured as we move forward in recognizing the positive effect that we have had.

I have questions about the role of the Department of Performance Studies within a School of the Visual and Performing Arts. If the University created a Department of Theater, Drama, and Dance within the School of the Visual and Performing Arts they would have to hire many new positions to staff a conservatory style program. So, how would Department of Performance Studies fit within that? Would the department function as the research branch of a Department of Theater, Drama, and Dance? I would like to hear more about what the University envisions the role of Performance Studies within a Department of Theater, Drama, Dance in the broader context of a School of the Visual and Performing Arts. Additionally, the University of Texas at Austin has a conservatory style program. How would Texas A&M compete with a well-established program like this?

In my role as [REDACTED], I will comment specifically on the proposal to move the Biomedical Sciences (BIMS) undergraduate program out of the CVMBS. First, I respect the president's expectations that our college must focus on our core missions. I also respect her concerns that the BIMS program sometimes may stretch human and other resources in the CVMBS, competing with the college's DVM and graduate programs. And yes, we do struggle sometimes with bottlenecks that may preclude some BIMS students from moving through their studies in a timely way. On the other hand, the BIMS program, with CVMBS as its long-term academic home, has an excellent record of attracting first-generation and under-represented students into a large and academically rigorous program that prepares them well for health profession education. Many students are attracted to the BIMS program because they can study in a highly ranked professional college (CVMBS). In our opinion, the one health focus of the BIMS curriculum provides a very fertile educational environment for undergraduate students who may still be deciding which health profession to choose. There are many aspects of the proposed Institute of Biological Life Sciences, in which BIMS would be located, that are unclear. Is this based on the Cornell and Michigan models in which pre-professional students would take a basic year of biology and then track according to their career preference? Would CVMBS faculty who teach in the BIMS program move to the new institute? What about CVMBS faculty who teach in the BIMS, DVM, and graduate programs? Does the proposed move of BIMS include our BIMS graduate program, or just the undergraduate portion? Over the course of many years, the CVMBS has utilized its human, space, and fiscal resources carefully to tightly integrate its responsibilities to its professional, undergraduate, and graduate curricula. How would these resources (especially people, and assigned classroom and laboratory spaces) be administered when BIMS is moved out of the college? Providing tailored advising for pre-professional students requires extensive experience so that the students can complete their required coursework in a timely manner. We are very concerned that a centralized advising process may be significantly less effective for the BIMS program and may lead to worse bottlenecks. It is our impression that a pre-professional program (BIMS) housed under Agriculture will be significantly less attractive to prospective students interested broadly in the health sciences than a program housed in one of our professional schools. Lastly, let me share an anecdotal story. [REDACTED] I attended a dinner a few days ago (November 10) on campus, honoring one of this year's Sterling Evans medal winners. The awardee has given many scholarships to the university and asked that students who are present and previous recipients of these scholarships be invited to the dinner. Seated at our table was a current first-year veterinary medical student from California, who had come to BIMS because of its reputation; a BIMS student in the Corps of Cadets and in the Aggie Band who intends to be commissioned into the Air Force after attending medical school and specialize in orthopedic surgery; a BIMS student who intends to be a pediatrician; and lastly, a BIMS student who intends to go to dental school. They were a very impressive group of young women with strong career goals and a high level of excitement about their future opportunities. If BIMS is to be

moved from the CVMBS, it will be critically important not to lose the momentum that has been gained from many years of commitment to academic excellence. Our college is deeply committed to the continued success of the BIMS program, wherever it may be housed. We look forward to being closely involved in ongoing discussions about its future.

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I am concerned about the combination of the College of Liberal Arts, the College of Science, and the College of Geosciences. Given different academic cultures and needs, this would be hard to manage efficiently. Take tenure and promotion as an example; publication and funding requirements are different between art and science. This might eventually lead to creating additional sub-committees (for each of the original three colleges) and cause additional faculty's time and effort. The rationale stated in the report is also brief and hard to evaluate for such a big decision. Regarding peer institutions, the report merely shows the number of institutions with/without combined college. It would be important to analyze the pros and cons of combined colleges, as observed in these institutions. Besides, it is unclear how the merger of liberal arts, science, and geoscience would be an advocacy for liberal arts education and help recruit faculty in the arts, humanities, and social sciences.

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Agree with the statements on page 3 on reassignment. Particularly the following: Realign several academic units to allow for focus on mission, increase student success, and better meet student needs. However, there is a one major omission in the whole report - there is no reference to energy, environment and economic wellbeing of the society. Texas A&M is a powerhouse of engineering, geosciences and finance for the oil and gas sector. This sector is changing rapidly and moving into broader energy transition fields. Most academic institutes have already changed and are changing rapidly. There will be significant funds available from private and public sectors to carry out these energy and environmental related works. We need to realign our departments and centers to meet public demand and students needs and make research and teaching funds available at Texas A&M. This should be looked at seriously, otherwise we will be left behind and lose students to other Universities.

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I am in the College of Geosciences. I am concerned about the loss of specialization that could result from this move, and how this loss of specialization might impact our ability to get the bigger Federal Grants. Our College's independence intrinsic to its success at getting grants for programs like the IODP program. I agree that there are some advantages to combining the colleges, but I'm not at all sure that they outweigh the risks. It is already difficult to recruit faculty who are at the forefront of this field. One of the reasons I chose this position (less than one year ago) is the reputation of the College of Geosciences as an independent, specialized entity. I don't think that I would have chosen it, or even applied, without that.

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I believe that this was long overdue, especially as it pertains to Life Sciences. The proposed mergers/movements will finally catalyze the campus life sciences community, which has long been siloed and suffered from unnecessary inter-college competition. I can see these changes strongly enhancing both recruitment and programmatic/faculty visibility.

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It is essential to have an estimation of the net increase or decrease in administration, faculty, and staff positions associated with the reorganization. a. Just because our "peers" do something a certain way, doesn't make it better. I agree that certain Colleges could be managed more effectively. However, creating large complex Colleges with a student body the size of A&M could completely dehumanize the College experience. We must make sure students have an immersive, engaged experience and that doesn't happen when they are treated like herding cattle. b. Faculty should drive the creation of departmental or college mergers. Never administrators. If the faculty in the target departments/colleges are in agreement that the merger is beneficial to the mission of the university, then it should proceed. If not, then the faculty should offer other paths for improving efficiencies and enhancing the experience of students. c. Biology is not Biomedical Science. The fact that MGT doesn't know that is troubling. The BIMS program trains undergraduate and graduate students for professional career programs (DVM, MD, PhD, etc.). A broad-based, unfocused program is likely to fail to prepare students for the requirements of those professional programs. The classes are best taught by those the students are seeking to become. The merger of BIMS and Biology entity is called an "Institute", why would it not be a new college or Department. That's just confusing. Why would it not include Animal Science? Entomology? All the other "life sciences"? It could work, but would again require the extensive input from faculty to see where synergies exist and how best to serve the students and research faculty. d. Recommendations for TAMU Health seem necessary, but would need to consider the research focus of these faculty (who likely took the job due to the low teaching load) with the consideration of having them teach undergraduate biology...I'd guess you see a huge exodus from the College of Medicine. e. The refocus of the BIMS Program is obviously huge for us. The logistics of this are hard to even imagine. The faculty that teach in graduate, undergrad and professional programs would be difficult to manage. f. The changes for McAllen could be a good move. However, I'm not sure the Assistant Provost at McAllen should be considered for "elevation" or "elimination". The latter would seem like the correct move, then restructure

under new leadership. g. McAllen and CVMBS program at VERO are similar, without a connection via faculty face to face interaction with the main campus, the students and faculty at these sites will falter and may never reach their full potential.

I am not convinced that bigger is better, either in terms of economics or our educational and research mission. Many of the arguments used in the rationale, such as 'another University does it this way', seem specious, as the same argument could be made either way. The combination of those colleges would certainly bring in lots of subvention funds as they offer quite a few large required courses, but that is true with or without merging. Some of the other suggestions, such as a school of visual and performing arts would be attractive. A department of Journalism was dropped recently as 'communications' became the more popular term. Institute of Biological Life Sciences (is there another kind?) sounds interesting as a concept but too little information is presented for real evaluation. The library must serve the whole institution so in my opinion, should remain as an independent entity. University Studies became at the urging of then President Gates who championed the concept that exceptional student should be able to 'design their own degree' so should not be limited to a single College!

Thank you for reading this: You are the only one who can align units appropriately for TAMU, end this faculty and student suffering, and let them thrive and contribute instead. Merge the practicing artists from Dance and Performance Studies with the Department of Visualization, expanding it to become a Department of Arts and Technology within the College of Arts and Sciences, and use the remainder of the Department of Performance Studies faculty and infrastructure to unify the college's existing Interdisciplinary Critical Studies programs. This will address the conspicuous gap in TAMU's arts offerings in a way that appropriately aligns with TAMU's values, strengths, and resources. Here is how and why it will work. Although MGT cites Performance Studies as a model curriculum for the arts, Visualization has a much more appropriate and proven model. The Department of Visualization is nationally recognized for merging art and technology successfully, whereas Dance has struggled with its curriculum split between dance courses and pure science courses (it's more science than dance), and Performance Studies heavily stresses criticism instead of creative practice. The Visualization major requires 28 VIST and ARTS courses, which is comparable to nationally prominent programs that enable students to create new products. In contrast, the Performance Studies major requires only 7 of its own courses, only 1 of which focuses on creating performance (and it focuses on logistics and analysis more than developing skill). The Performance Studies curricula at the undergraduate and graduate levels can instead serve to unify the college's Interdisciplinary Critical Studies programs because of its interdisciplinarity, breadth of elective requirements, and significant overlaps with those programs, both in faculty and subject matter. Several PERF faculty are already affiliates or cross-appointees with Critical Studies programs: Africana Studies, Women's and Gender Studies, and Religious Studies (including its long-time program coordinator). The PERF MA has courses focused on identity, globalization, gender and sexuality, government, religions and spiritualities, community and social life, and ethnography. The Critical Studies program for Latino/a and Mexican American Studies would benefit from the PERF courses on Latin-American culture and on the culture of Latin America. Even the PERF MA course on technology explicitly focuses on "social and political formations," which is a concept from critical theory, common to all these subjects. Course offerings in the PERF BA take on similar topics, though they only appear in the catalog as open-topic seminars. The rest of the courses in the BA catalog are arts-credit courses for non-majors or holdovers from the now-closed majors in Music and Theatre Arts that have withered in the current configuration. Most Performance Studies faculty, those who author books and articles as their primary output, will be well-suited to combining with Interdisciplinary Critical Studies rather than with practicing artists. Whereas an outsider might assume that a Department of Performance Studies would study the performing arts, it actually focuses on analyzing culture as if it were a performance, for example, how one "performs" one's gender and ethnic identity through choices in appearance and behavior. This aligns with many dictates that have defined the department in its current state, including "Thou shalt not do performance" (as a past ombuds officer under the provost paraphrased the policy), a dean (who was also a former vice provost) declaring artistic practice to be "a mistake that won't be made again," an associate dean of faculties stating "If you want to do practice, go somewhere else" (this past October, in a presentation to the department), and the most recent performance technology faculty hiring committee stipulating that applicants must not be expected to have any skill in using technology, just talking about it. The bifurcation between artists and critics in the Department Performance Studies has created tension for faculty and confusion for students, such that it has had 8 changes of department head in 10 years—including 3 heads from other departments, 2 failed searches to fill an endowed chair, and numbers of majors that have steadily fallen since replacing the Music and Theatre Arts programs, now approaching the state threshold for closing Low-Producing Degree Programs. Realigning by bringing the critical theorists together and, separately, by bringing the arts practitioners

together will remedy this tension and pool assets appropriately for the greatest effectiveness. The few faculty in the Department of Performance Studies who are practicing artists, a remnant from the now-closed programs in Music and Theatre Arts, already have significant overlaps with Visualization faculty. Both have faculty who have presented work in the International Symposium on Electronic Art; the adventurous new Conference on Computation, Communication, Aesthetics, & “X”; the International Computer Music Conference; Springer’s Lecture Notes in Computer Science; the National Conference on the Beginning Design Student; conferences under the umbrella of the Association for Computing Machinery; and the Generative Art international conference—a subject (1) that has recently been picked up by Forbes in discussions about cryptocurrency and (2) in which we employ (and underutilize) one of the world’s foremost scholars. Mutual students of these faculty have presented work in the Ammerman Biennial Symposium on Arts and Technology, the International Society for Improvised Music conference, and the Electric La-Tex festival of multimedia art by Louisiana and Texas university students. Both departments have faculty who have shared students, collaborated on projects, co-taught courses, and have sat on graduate thesis and capstone committees together. There have also been several collaborations between faculty and students from Visualization, Performance Studies, and Dance. Additionally, the long-standing Small Ensembles course, a holdover from the Music program, is well-equipped to coordinate interdisciplinary student performances. It has hosted performances of dramatic opera scenes and a laptop ensemble in the past, and it often deals with technology in its ensembles that explore contemporary music. To some, the existence of a Department of Musical Activities under Student Affairs suggests that musical practice is “just for fun.” The fuller picture is that “FUN music is just for fun” and that intellectually engaged artistic practices are worthwhile academic pursuits that challenge students, allow them to grow, and equip them to make unique contributions to society. To illustrate the difference in academic rigor: Whereas band, orchestra, and chorus programs have several students performing the same parts in parallel (e.g., all sopranos sing one soprano part, and all cellists play one cello part), in Small Ensembles, each student is responsible for one unique part within the performance. Surely Texas would value students who are capable of making something new rather than only criticizing the work of others or reciting them in unison with a large group. Rather than creating traditional majors in dance, music, theatre, and visual art, which are already covered well by UT, UNT, and Rice, likely would not be approved by the Texas Higher Education Coordinating Board, and would exacerbate the ethical issue of pouring graduates into overflowing audition lines, a new major in Performance Technology—using technology in innovative ways through interdisciplinary live performances that leverage dance, music, theatre, and visual art together—would complement the current major in Visualization and would prepare forward-thinking, 21st-century creatives by leveraging the relocated faculty appropriately and by building on existing overlaps in subject matter: The Department of Visualization already offers instruction in sound design and multimedia art, and many of its courses deal with movement (in animation and film as well as in human–computer interaction) as well as writing, design, and performance for animation and film. A curriculum focused on technology-based performance would also provide a better alignment of subjects for dance students, compared to their current curriculum, which is split starkly between dance courses for dancers and kinesiology courses meant for hard science majors. Further, the Department of Visualization is a proven place where practicing artist faculty can advance in their careers at TAMU. Whereas the Department of Performance Studies issued a unanimous “no” vote for promotion despite recognizing a strong artistic practice, other faculty artists know better than to try for promotion, and both Dance and Performance Studies faculty have had to back out of collaborations in order to focus on activities that critical theorists and kinesiologists (respectively) would appreciate in annual reviews, the Department of Visualization has successfully assessed and developed faculty artists up to the full professor level. There is already strong evidence that such a degree program will succeed within the right unit. Although the Department of Performance Studies ultimately closed its Minor in Performance Technology, this was because (1) students who would have been interested in Music or Theatre Arts at TAMU went to other majors or other universities after those programs were closed, (2) the department decided to discontinue events such as the internationally visible Fresh Minds Festival of audiovisual art (originally established through the provost’s Tier One Program), and because (3) “We don’t do that anymore,” as the department’s Promotion and Tenure Committee and Executive Committee jointly informed one tenure candidate in a formal meeting on the topic. Nonetheless, while it existed, the Performance Technology program produced very many high-impact student experiences and achievements in interdisciplinary art, including many internationally visible and competitive accolades and many collaborations with Visualization and with Dance. This program is described in a published book chapter (<https://bit.ly/perftech-chapter>), and its students’ achievements are documented in a 5-page “student cv” (<https://bit.ly/PerfTechStudentCV>). The initiative only failed to survive, despite its wild successes, because it was in the wrong department. The echo of its success remains in the fact that the department still uses images and text from that

past era to lure in new students, for the department's own survival. As a concluding case study, a 1994 conference paper describes the first collaborations between Music, Visualization, and Computer Science at TAMU (<https://bit.ly/ComputerMusicPaper1994>). Since that time, Visualization thrived and produced cutting-edge creatives while Music and Theatre stigmatized artistic practice and have struggled for almost three decades now. Reorganization as I describe here will bring TAMU's strengths and values into proper alignment and allow its faculty and students to thrive and become a beacon to illuminate the future. This is an exciting, viable, and, in part, already proven way to address the issue of TAMU's arts offerings brought up in MGT's report. Thank you, deeply.

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The realignment is a great risk to the gains that existing departments in the College of Liberal Arts have achieved at Texas A&M University. An independent unit for the liberal arts is essential to insure that processes, procedures, and resources are preserved to serve faculty and students in a college who academic areas fall outside of the historical mission and traditional priorities of the university. The proposed removal of Political Science diminishes the academic standing of the college. The creation of a library studies department duplicates existing programs in the region and places a faculty unit who was hired primarily based on their abilities outside of the classroom into a teaching department, which is not a proper way to establish a new department. And the introduction of a department of journalism undermines related work in existing departments (including communication and English) and shift the focus of the liberal arts toward a vocations track.

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While the College of Science and College of Liberal Arts have a distinct identity, it is possible, given examples at highly ranked universities that a College of Arts and Sciences could be a good thing for the university, and in heightening the stature of the colleges as a combined unit. However, any good College of Arts and Sciences have Departments of Economics and Political Science at their heart as they marry together the social issues with the quantitative rigor seen in the sciences. All good universities have this model, for instance University of Michigan, UNC, UC Berkeley, Duke, University of Florida, Northwestern, University of Chicago, UC Davis, Ohio State etc. The Bush School has a very different focus than Political Science and Economics, which is to train leaders of the future and is going a fine job in preparing students for a future in public service with its Masters program. The idea of starting an undergraduate program and moving some quantitatively and academically inclined departments into it would lead it far from its distinctive identity and public policy focus. No good university has a College of Sciences without a Biology department. It would be a major setback not just to the College but also the university if Biology is moved to AgriLife. The location of these three departments: Economics, Political Science and Biology are essential to setting up the College of Arts and Sciences to succeed, and to remain competitive in recruiting faculty and attracting students. Much of the report is focused on creating efficiencies. Thus, founding a new Department of Journalism seem counter to that objective, particularly given that such a department was closed down 20 or so years ago. We have a great Department of Communications, and perhaps it makes sense to direct resources towards it so they can develop a better thought-out Journalism major. Given that we live in the age of social media and instant media creation, the Department of Communication is already equipped to prepare our students with the necessary tool to create stories in conjunction with other units.

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I would like to specifically address the movement of the departments in the current college of Geosciences into a College of Liberal Arts and Sciences, specifically the department of Geography. I see the new college as a natural home for geography, which traditionally serves as a bridge between the natural and social sciences. In addition, I see a huge opportunity for two additional actions to strengthen the Department of Geography and to allow it to better bridge the social and physical sciences in this new department. First, I would like to suggest that the Department of Landscape Architecture and Urban Planning be combined with the Department of Geography. In addition to drawing together faculty with similar research agendas, this would meet two specific interests: a) the Hazards Center is currently in LAUP, but this is historically a primary domain of research within the field of geography, linking understanding of environmental change to social vulnerability. b) Both departments currently have undergraduate and graduate programs and courses in geographic information systems, a merger would reduce competition for students and allow for a stronger degree program. Many universities across the country have combined geography and urban planning departments, maintaining graduate degree programs in both. These mergers, most notably at Arizona State University, have increased the reputation and rankings of these degree programs. Second, I would like to suggest that the current interdisciplinary environmental programs degrees in the College of Geosciences be moved into the Department of Geography. It was initially located within the Department and the Geography continues to do most of the teaching in this growing degree. This will allow for centralized oversight of the program, supporting its continued success and growth.

My feedback will be primarily concerned with elements of the study that directly impact the College of Architecture. Since I came to TAMU in 1975, Art has always been a part of architecture. Without art, architecture is engineering. One of the many strengths of our College is the integration of Art into all of our college disciplines. This integration makes our College of Architecture unique. Removing our art program (Viz) would do great injustice to the decades of work by many of our colleagues to establish art in architecture at TAMU. Don't do it. Equally disturbing is the further proposed cannibalizing of the College of Architecture by moving COSC to Engineering. The largest of our departments would certainly help Engineering's 25 x 25 goal, but would do great harm to the students in both architecture and construction. These fields need to be together to facilitate interaction in the academic setting. The overlap between these programs is essential to mirroring the work environment following graduation. The idea that all University Studies programs be housed together is also not well thought out. The University Studies in Architecture degree is selected by students for the precise reason that all of the College of Architecture coursework is available to them. Many go on to advanced degrees in multiple COA majors, because they picked the College of Architecture, not Liberal Arts. This robust program also supplies approximately 50% of our study abroad students. These students help to place the College of Architecture in the top % of students studying abroad at TAMU. Learning from other cultures is essential to our academic mission. What is the rationale for destroying this program? We have worked for decades to have the best study-abroad experiences for our students- including pioneering programs in Italy since 1982.

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While it would be lovely to have a School of Visual and Performing Arts on campus, I am uncertain that the benefits would be worth the very high cost of implementation. While I support development of library science degree programs, I do not believe there is much to be gained from moving the University Libraries to the new College of Arts and Sciences, especially where our libraries are already highly ranked and effective. Because the BIMS programs are critically reliant on faculty in traditional veterinary medicine departments, it is not at all clear to me how these program will continue to function if they are removed from the college.

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Pertaining to Recommendation #4: Bush School & Political Science At one time, the Political Science Department at Texas A&M included a Masters program in public administration. That continued until a year before the Bush School opened, when the public administration program in POLS was closed, in anticipation of re-opening as the new Bush School of Public Service. When the Bush School opened in the Allen Building, the Political Science and Economics Departments were both moved from the main campus to that building, though both of those departments continued their academic missions as parts of the College of Liberal Arts. That physical arrangement continued until January of 2020, when the latter two departments were moved out of the Allen Building to make way for the Bush School to eventually take over the entirety of that building. Both separations – the academic one separating public administration from POLS, and the physical separation of POLS from the Allen Building – were presumably predicated in part on the understanding that public administration/service and political science have two very different missions. While sharing an interest in politics and government, public administration/service (e.g. the Bush School) is a professional program with a mission of preparing future public servants (i.e., government employees) while political science (e.g. POLS) is an academic/scientific program with a mission of preparing students to better observe, understand, and conduct research on government and politics. At the graduate level, the former equips students to take employment in government and other venues for public service, while the latter equips students to conduct research and prepare successive generations of students to conduct research for a better understanding of how politics and government operate. While the two fields clearly overlap in their interest in politics and government, their missions are very different. Those who were involved in the earlier separations undoubtedly understood that important difference. The mission to produce government officials is best housed in a professional school, while the “science” of politics is better housed in a College of Liberal Arts (or perhaps even better, in a College of Arts and Sciences). Political science is, after all, a scientifically-oriented discipline, and a professional training school for public service is not. What the professional school may consider as merely tangential to its mission is the central focus of political science. It would appear that this distinction is lost on those who developed the justification underlying Recommendation #4, as is evident in its argument that “it would not be advisable to continue to invest in faculty lines in both units given the significant overlap in area of study.” Indeed, it would be advisable to invest lines in both when the missions of the two units are so different. To “merge” the two units now would be to unnaturally wed those two very different missions into one academic unit. While this would not be a unique merger, the reality is that in other top-quality institutions of higher education, it is certainly not the norm. For instance: the Kennedy School and the Department of Government are separate units at Harvard, the LBJ School and Department of Government are separate units at UT-Austin, the LaFollette School of Public Affairs and the Department of Political Science are separate units within the College of Letters and Sciences at the University of



Wisconsin, and the Princeton School of Public and International Affairs and the Politics Department are separate units at Princeton. While there are also examples where political science and public affairs programs co-exist in a common "school," neither unit at North Carolina State University is currently ranked nationally, and while the public affairs program is ranked #1 at Syracuse, the political science program there is ranked #50. At the University of Georgia, public affairs is ranked highly (#9) but political science is not (#41). The current POLS at Texas A&M is a well-recognized, highly respected Ph.D.-producing department of political science, currently sharing a ranking of 28 (and aspiring to be "top 20") among major universities in U.S. News and World Report, with its American Government program sharing a ranking of 21. While separate from the Bush School, it has supported the Bush School's programs in various ways over the years. Arguably, it has been better able to do so as a separate department than would have been the case as a subsidiary program within the Bush School. The argument for merger seems to be that the Bush School would benefit from POLS' prestige among political scientists, its Ph.D. program, and the large numbers of undergraduates it teaches each semester. In return, POLS would somehow benefit financially. What would the university get? Unfortunately, the net cost of reconfiguring POLS' curriculum and faculty to accomplish a different mission could well be the POLS Department's loss of prestige and hence its ability to maintain a first-rate, scientifically-oriented Ph.D. program. For these reasons, my strong recommendation is that the Department of Political Science should remain a component of the College of Liberal Arts (or, potentially, a new College of Arts and Sciences) and administratively separate from the Bush School. Another alternative, which would presumably aid the university's objective of reducing college-level redundancy, would be to place both Political Science and the Bush School as separate units within the College of Liberal Arts (or College of Arts and Sciences, as the case may be). If POLS were to be somehow combined with the Bush School, however, it would best serve the university's interests to give POLS the status of an autonomous department within that combination, with a charge to maintain its current mission.

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Recommendation #4: Elevate and expand the Bush School of Government and Public Service to be a highly visible... I think the Economics program with its goals is more aligned with Liberal Arts. The primary interest of the program is to produce researchers for research institutions and think tanks. Not all sub-disciplines in Economics inform public policy but are more fundamental in nature. For instance, Econometrics is concerned with methods, Micro Theory, Macro Theory are concerned with formulating models that can approximate people's behaviors. If housed in a public policy school, all these sub-disciplines will be marginalized. In addition, peer departments are not housed in schools of public policy. And public policy schools are not evaluated based on the criteria that Economics programs are.

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I don't see the justification for the realignment of Liberal Arts with Science and Geoscience. There was no cost-benefit analysis for any part of this report. I also don't understand how we can "lead by example" if we are constantly looking to what peers and other institutions do as the standard for how we should operate our university.

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I think it looks bad for the University to dissolve a Geosciences College during a time of climate change and associated hazards for the communities. Alternatively, I would suggest to pool all geoscience research activities that are currently spread out over several colleges and reinvent the College of Geosciences to represent a "one-stop shopping" outlet for all things climate change (causes and responses). I see geosciences research in agrilife as well as civil engineering and even architecture, but there are probably others as well. We should try to be forward looking and respond to the needs of the society and there will be many associated to climate change.

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In terms of a new College of Arts & Sciences: Unclear how this will affect many things, because no input sought from leadership or faculty. Arts: Would be good to improve the arts at A&M (art, performing art, music). Biology changes: Incorrect conclusion from report that Bio is underperforming. No clear reason for this based on research disciplines.

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The SPORT MANAGEMENT (within the Dept. of Health & Kinesiology) Division was not directly mentioned in the report, but based on the information provided in the report it appears that the consultants and some within the university may not know about our Division and Academic field. First, we want Dr. Banks and the university leadership to know who we are, and what we do. The Sport Management Division (SPMT) here at Texas A&M houses three degrees (Bachelor's, Master's, and PhD), all of which are nationally and internationally recognized to be among the best in the world. - Undergraduates – The Texas A&M Univ. SPMT program is one of the largest in the country, and has great interest from both majors and minors at the university. We have one of the best internship programs, and have built very strong relationships with many sport industry organizations...from professional sport franchises such as the Dallas Cowboys, Texas Rangers, and San Antonio Spurs, to our own Texas A&M Athletic Department, to international sport organizations such as Bayern Munich soccer team in Germany. - NEW undergraduate curriculum – the SPMT division just underwent a multi-year assessment, and re-development, of our undergraduate curriculum, based on both internal and external/industry stakeholder feedback. We believe our new curriculum is innovative and unique, and creates a learning

environment that puts students at the forefront of industry preparation! - Master's Program – with both in-residence, and an online, programs, Texas A&M SPMT is also one of the largest Master's Sport Management programs in the country, and is consistently ranked as one of the best programs in the world, which brings students from all around the world here to College Station to study. - PhD Program – one of the best, sought after, and respected Sport Management Doctoral programs in the world, due to having some of the most accomplished and recognizable academics and researchers in our field. Two of which have been recognized with the top honor within our academic society. - Center for Sport Management Research and Education – our research lab is continually engaged in some of the most cutting edge research in our field, along with advising sport organizations on policy development within sport, and bringing in world renowned speakers to meet with our faculty and students. Overall, we believe that these activities, programs, and relationships, are us to fulfill our mission of preparing students to be industry leaders, global citizens, and to be the best Sport Management program in the world! Finally, regarding the academic realignment, we have gone through similar reviews in the past...and there can be cases made that we could "fit" well within a few departments or colleges (Business, Education, RPTS). However, due to the distinct and unique nature of our field and the sport industry, there have also been cases made that we do not perfectly "fit" within those same departments and colleges. Either way, we, the Sport Management Division here at Texas A&M, fill a very unique and valuable hole, both in the university and in the industry, and we believe that we will continue to be a successful, and world-leading program!

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While I am not opposed to creating a new College of Arts and Sciences, I have concerns that the sheer size of such a college would pose significant managerial problems. The report does not address the issue of how to successfully integrate all the units. I think that more work needs to be done to clarify the functioning of this new college and ensure that every department within the new college is well-integrated with the goals of the college. It is critical that the departments see the value of this significant change and support this move. Unfortunately, the report does not provide sufficient details about the benefits of such a change to reassure the departments that this change would result in clear benefits. I think that most departments are concerned that the size of the new college would introduce severe competition for resources. The leadership needs to reach out to the individual departments affected by the proposed realignment to discuss how the departmental research and teaching goals would benefit from these changes. The departments need reassurance that the new college will provide new opportunities and resources rather than create more problems and fewer resources. I find it concerning that my department's leadership seems to have no idea how these proposed changes will affect us and, in particular, our ability to continue improving our reputation of excellence in research and teaching. It is hard to be excited about the new College of Art and Sciences without more clarity. As a member of the Economics department, I am also alarmed by the suggestion that we join the Bush school. I firmly believe that such a move will be detrimental for both the new College of Arts and Sciences and my department. It is simply impossible to imagine an excellent liberal arts education without economics. In fact, you will be hard-pressed to find serious research universities and well-ranked economics programs in which the Economics department resides in the Public Policy school. Economics spans a much more extensive research area than public policy and introduces students to critical analytical skills that should be part of a high-quality liberal arts education. I also do not think that economics would easily fit with the objective of the public policy school, which is more focused on public service training and less focused on academic research. While there are a few economics faculty whose research may fit well with the public policy, this would not be the case for the vast majority of the economics department. Some of our most successful research faculty work on basic research and applications that are not easily integrated with the Bush school but fit well with the broad objectives of the liberal arts education. I hope that the leadership will carefully consider the pros of such a move before relocating to the Department of Economics.

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This is probably the most troubling aspect of the report in my opinion. In evaluating each one of these suggestions, a good guideline is the following: are there successful universities that follow the institutional structure suggested by the report? There are a number of Universities that use the Arts & Sciences model, my undergraduate institution, Ohio State follows this, I could see some advantages to this system. There are few Universities that house their Political Science or Economics Departments in their Policy School. I can literally count them on one hand. Syracuse and Georgia State are not peers of our Econ Department. While Syracuse does have a strong Policy School, they essentially house all social sciences in that school which is very different from what is suggested here. In our current situation, many economics faculty are ill fit to work in a policy school. It will bring down both the department and the Policy School. In my opinion there is a bit of ignorance throughout this report about what faculty needs actually are. Most faculty--to the extent they have a choice--choose their institution by the structure, prestige and research capacity of their job. To pretend these things are about the underlying structure of faculty affairs, gardens, performing arts centers and not

about whether one's department is misplaced in the wrong College (or at least in a College that is dissimilar from every other comparable institution) is problematic in weighing of faculty (and to some extent student) priorities. I would like to see more support of the libraries. They have had their budget slashed dramatically since I've been here. Most of my students undergraduate, masters, and graduate have no idea on how to find an ejournal article. They generally just scrape unpublished earlier version off the internet. I'd like to believe they could improve the libraries but I'm not so sure.

I support merging Geosciences, Sciences, and Liberal Arts into one college of Arts and Sciences. The structure and placement of the proposed Institute for Biological Sciences is unclear. Will both Biology and Biomedical Sciences be officially within the College of Agriculture? I support moving the Biomedical Sciences major out of the College of Veterinary Medicine. It should eventually be subsumed under the Molecular and Cell Biology major offered by the Department of Biology. It makes sense to have a one or two semester introductory program for all life science majors comprised of math, chemistry, biology, and physics as well as an introduction to the different life science majors on campus. Incoming freshmen who place out of those courses could, upon achieving a 3.5 or better GPR the first semester immediately move into their preferred major. The quandary is how to handle entry to Biomedical Engineering (which Biomedical Science is often mistaken for) and to the proposed Community Health/Public Health merged major.

The realignment plan to me feels like something that would best fit a large generic university as opposed to being a plan that takes a specific focus in expanding opportunities at Texas A&M. Colleges such as Architecture and Education become more purely certification-driven operations losing academic breadth. Difficult students (academically) and difficult departments are all bundled together and thrown into the College of Arts and Sciences. A major observation to me is that this seems to reflect an old-fashioned vision of education and its organization--one that would have been equally appropriate for application to universities in say the 1960s or earlier. In particular, I am struck by the continued fragmentation of computationally related disciplines into separate organizational units. Visualization shares a common core and interests with Computer Science (indeed if I am correct it was developed by Computer Science connected faculty in the 1990s). It's not a new idea any more but other schools have brought together computing-related units under a single umbrella with great success (consider Georgia Tech). TAMU is better than some in that a way has been found to handle Computer Engineering collaboratively rather than separately, but departments such as Visualization, Information and Operational Management, and Mathematics also share core interests with Computer Science. The current proposals to create new degrees in Data Science Engineering and in Computer Information Engineering Technology also overlap with this interest area. And the proposed degree in Library Science creates another. Many Library Science programs have transitioned to instead being Information Science programs, and these definitely have broad overlap with core research areas currently in Computer Science and also in Visualization. It would seem more forward-thinking to me to examine structures that could create a cross-cutting School of Computing, perhaps at the same time retaining the linkage of the programs to their current departments and colleges. Perhaps the models of Agricultural Engineering, Architectural Engineering, and Genetics could help here.

o Finding/Recommendation/Rationale #6: ¶ Any feedback on the Libraries from former students >5 years removed from their time on campus should be thrown out, no matter if it is positive or negative because our services, materials, and spaces are constantly evolving to meet student needs. The Libraries moved to an online catalog in 1988; therefore students prior to the 1990s will have a concept of the libraries with the antiquated paper card catalog and "traditional" reference services. Our Libraries now offer a plethora of electronic resources and services in addition to physical items and embedded course librarians. ¶ The goals and objectives of a library in-and-of-itself are different from those of an academic unit. The library serves the WHOLE campus, and not just one academic unit, no matter how large and how central that unit is. Merging the administration of the library into a specific college risks subordinating the goals and objectives of the library to those of that academic unit. Even if those goals are not subordinated, there will be a perception and/or expectation from the other colleges that there is. ¶ Transformation of the position of "Dean of the Library" to "ASSOCIATE Dean" is a significant down-grading of that position and, by implication of the centrality of the library itself. Contrary to the report, the trend has been the opposite direction a few years ago, turning the head of the library into a DEAN or CIO position, reporting directly to the Provost or President rather than to the head of a specific academic unit. ¶ Although the proposal treats them as if they were, "Library Science" and "Information Science" are not necessarily synonyms, though they are (under some definitions) closely related. By emphasizing the former over the latter, the proposal limits the scope of the proposed Department's mission in ways that may be counter-productive ¶ Requiring library faculty to teach courses in a newly created library science degree program would not "elevate their position as experts", but rather it would decrease opportunities for their research and service to their profession. Our faculty librarians are experts in their fields and we disseminate our knowledge through librarianship, research, and

service on campus and throughout the world.

My article

statistics exceed 52,000 reads, I've been interviewed for library science courses, and I've been involved with the development of emerging library technologies nationally and internationally. ¶ In the Library and Information Studies (LIS) field, the terminal degree is a master's degree. A BA is not sufficient for most librarian positions and a PhD is only needed for those teaching in LIS programs. We have 3 library schools in Texas. This is 2 more than most states have. Using the University of Oklahoma as a model for TAMU Libraries shows both poor research and blatant ignoring of the library models from peer institutions listed in Appendix 3. Our libraries are ranked #1 in the SEC and #6 Academic Research Libraries nationally.

I am a political science professor; I'm not at all opposed to merging the Department of Political Science (DPS) with the Bush School. At the same time, the Report itself did not make a case for the merger. First, the Report laments a "duplication of focus" and "overlap in the area of study" between DPS and the Bush School. The authors of the Report are seemingly unaware of the distinction between a unit that studies a phenomenon relative to a unit that aims to train practitioners. The Report mentions, for example, training diplomats. Which is one focus of the Bush School. In contrast, the International Relations scholars in DPS \*study\* diplomats and diplomacy. The difference is as between a Vet School and the discipline of Zoology. Or between Engineering and Science. There simply is not an "overlap in the area of study" between DPS and the Bush School. The other fields in political science intersect even less with the Bush School. Secondly, the Department of Political Science is the highest ranked program in the College of Liberal Arts. (I believe Its most recent USNWR ranking among doctoral programs was #25. Its field in American government and politics has been ranked as high as #18 in recent years.) Yet the Report lavishes attention on the needs of the Bush School for undergraduates and doctoral students. Again, let me emphasize that I am not opposed to the merger, it seems as likely to produce a stronger DPS as is the department's continuation in the College of Liberal Arts (or in a new College of Arts and Science). Yet the Report focuses no attention on making this strong Department into a top Department. When considering the merger focus should be had on an academic version of the Hippocratic oath, "First, do not harm!" It would be ill advised to risk sacrificing the highest-ranked Department in the extant College of Liberal Arts merely in the hope that the sacrifice \*might\* improve a lower-ranked public affairs college. If the merger proceeds I would suggest that a case needs to be made regarding how the merger will improve the academic quality and visibility of the Department of Political Science as well as how the merger might improve the Bush School. (And, again, it is very possible that such a case supporting DPS-side of the merger can be made. It's just that the Report itself does not make that case.)

I do not think merging Science and Liberal Arts is a good idea. Bigger is not necessarily better. I don't think a Dean coming from the humanities will understand the culture and concepts of the sciences and will tend to just count papers and not look at content and quality. The same for a Dean from the Sciences not being able to properly appreciate the Arts. I have no problem merging the Geosciences into Science. I would also think moving Computer Science from Engineering to Science would be a good idea. There may be a few other departments which would also be appropriate for Science. I do not think it is a good idea to move Biology out of Sciences. There is a continuum from Math to Physics to Chemistry to Biology which is not complete if you cut off one end of the spectrum. The biological departments in Agriculture or Health are more applied. They are related to Biology like Engineering is related to Math, Physics and Chemistry. Biology does not belong in either Agriculture or Health. It is the foundation of both.

1. Creating the new Institute of Biological Life Sciences (IBLS) by combining Department of Biology and Biomedical Sciences does NOT make any sense. Institute of Biological Life Sciences should be more "basic" life sciences based. If to create IBLS is a must, then the combination should be the following departments ALL together: Biology, Biochemistry and Biophysics, Entomology, Ecology and Conservation Biology, and Plant Pathology and Microbiology. Merging these departments together will make more sense as the new Institute of Biological Life Sciences. "Biomedical Sciences" is a bit out of line. 2. By the same token, May Business School should also merge together of Departments of Agricultural Economics and Rangeland, Wildlife and Fisheries Management, since all of these together are Economy, Business, Management all related. 3. The same way, Agricultural Leadership, Education, and Communications should merge with Department of Communication and Bush School of Government. 4. Biological and Agricultural Engineering should go to College of Engineering.

Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. Comments: The "four-legged university" structure has some allure. Engineering and Agriculture and Life Sciences also have research and experiment stations and extension arms in the TAMU system making each dean also a Vice Chancellor. The Arts and Sciences dean would not hold that title. I didn't

see any reference to the Integrated Ocean Drilling Program (IODP) housed in the College of Geosciences. This program is the largest federally-funded program at TAMU. NSF might consider that IODP is not valued by TAMU as highly as it is being located in the College of Geosciences. Only 12 of 19 peer institutions use the Arts and Sciences model. Therefore, a significant number find an alternative organization desirable. Oregon State has a College of Earth, Ocean and Atmospheric Sciences and University of Washington has School of Oceanography. Comparisons should be made with other universities that offer Oceanography and Atmospheric Sciences before the combining the College of Geosciences with the College of Science and College of Liberal Arts. There would not be a significant cost savings as the current administrators retain their base salaries when returning to the faculty. The staff could have a reduction in force (RIF), however, many of the staff would need to be retained to serve the needs of the new much larger college.

Recommendation #2: Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school. Comments: It is unclear what a "School" is in the university structure. The Bush School is one example and that has a dean. Recommendation #3: Establish a Department of Journalism Comments: There previously was a Department of Journalism and it was disbanded. A restoration of a Journalism Department is a welcome idea. Recommendation #4: Elevate and expand the Bush School of Government and Public Service to be a highly visible and accessible part of the university portfolio through significant investment and a merger with the Department of Political Science. Comments: Has the Texas State requirement for 6 hours of political science being considered in this merger. Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. Comments: How does the Institute fit into the university structure?

I am in the College of Geosciences, so I will comment directly on the proposal to merge the Colleges of Geoscience, Science and Liberal Arts. One of the most disappointing features of the MGT Report is the lack of justification for many recommendations. For example, the main argument for merging these Colleges is that many of our peer institution have this structure. According to the report "more than half of our per institutions house liberal arts and sciences in a combined college". It makes no mention of whether this combination provides some advantage as compared to the institutions with different structure. I believe that separate Colleges offer an advantage and are a strength, not a weakness. The MGT report does not consider important differences between A&M and peer institutions, one such difference is simply size. The report discusses the University of Michigan but does not indicate that the enrollment at UM is approximately 50,000 with 31,329 undergraduates and 16,824 graduate students. In contrast TAMU has a total enrollment of 73,284, with 53,876 undergraduates and 13,257 graduate students. The enrollment at the College Station Campus is 67,133. Such large numbers are consistent with more academic units given that managing such a large unit will likely result in a loss of efficiency. The College of Geosciences was created in 1965 and, since then, Texas A&M has become an international flagship institution with leading geoscience programs such as IODP. Without the identity and the focused leadership of the College of Geosciences, Texas A&M will soon lose its strength and international prestige, particularly as compared to other peer institutions in geosciences. This includes UT Austin which would become the sole operator of a Geoscience College in the State of Texas. I am unconvinced by the argument that this merger would provide significant cost savings. The MGT makes no quantitative estimate that can be reviewed. I suppose that some staff positions may seem redundant and could be cut. However, I doubt that one individual will be able to handle the workload of three, and one of two things may happen. Either the staff in the office of the newly created combined College will grow to be roughly equivalent to the size of the three college administrations added together, or more work will be shifted onto the individual departments. If administrative functions are shifted to individual departments, these units will either hire additional staff (if possible), or more faculty time will be devoted to administration. In my time at A&M, more administrative burdens have been shifted to the faculty. As far as I know we have no way to measure the costs associated with the resulting loss of faculty productivity. Finally, our students recognize the benefit of having a separate College of Geosciences. They are convinced that this adds value to their degree. I have yet to talk with a student who believe that the merger of these three Colleges is a good idea.

The Department of Biology is thriving in the College of Science, with an inspiring strategic plan and an extremely positive research trajectory. It teaches a majority of biology-related courses to Biology and Biomedical Science majors, and the College of Science teaches a majority of non-biology-related courses to these undergraduate majors. If the Institute for Biological Life Sciences is formed, it should be housed in the College of (Liberal Arts and) Sciences, where the Department of Biology should also be housed.

1. As we embrace "diversity", it is not just including people from diverse backgrounds but also diverse specialties and talents. Converging everything into FOUR large units/colleges (AgriLife, Engineering, Arts and Sciences, and TAM Health)

is NOT the way to be diverse. It is more like returning back to more than 50 years. Are we going to further merge back to "Agriculture" and "Mechanics" as the "two large units"? 2. Realignment of Biology Department and Biomedical Sciences (BIMS) do not even make any sense at all. Biology is part of "Science", as the focus of Biological Research/Education is mostly in "basic science" as its orientation. Thus, BIOLOGY should remain in the College of Science. As for BIMS, the Education/Research emphasizes pre-clinical and translational aspects of biomedicine, including both human and veterinary medicines. 3. If Academic Realignment involves "moving" existing faculty members and their research laboratories in new/another buildings, this is completely wasting money, time, and resources. As faculty members, we have way much better things to do (e.g. getting research funding, educating/mentoring graduate students, teaching undergraduate students, and academic services). Moving a research lab requires a lot of time, money, resources, and people energy completely wasted for nothing. It is unclear WHY TAMU wants to move faculty members from their existing departments/lab locations to other buildings/places for "realignment".

The recommendation (#6) to merge the University Libraries into the newly created College of Arts and Sciences is highly detrimental to the research and educational mission of TAMU. This organizational structure does not exist at any other university in the United States, and for good reason. It effectively signals that the Libraries are beholden to serve the college in which they organizationally reside, rather than their role as the the hub of discovery for the entire campus community. This has real consequences. It could even impact accreditation for departments and degree programs, as accreditors often visit with the libraries to ensure that our services and collections are in alignment with the needs of the curricula. If the library is merged under a specific college, accreditors could call into question the ability of the library to support a disparate college. The irony of this recommendation is that throughout the MGT report, there is a desire to centralize campus services for greater collaboration and effectiveness. The University Libraries is one of the only truly centralized services on campus. Decentralizing the libraries does considerable harm to our reputation as a service provider on campus and to our reputation in the field, which would impact our ability to recruit and hire the talent in our field. Our programs and collections are nationally recognized, ranking #8 nationally in the Association of Research Libraries report amongst public institutions. Merging the Libraries would cause real concern for our ranking in the future. The report has a fundamental misunderstanding about libraries. There is a very distinct difference between a functional university library system and a School of Library Science. They are not the same entities, do not have the same goals, and exist as separate structures. The report points to the School of Library and Information Studies at the University of Oklahoma as a model, one of the lowest ranked programs by US News for library degrees (#31 of 55 nationally). The MGT report also fails to recognize that OU also has a fully functioning library system that is in no way attached to the iSchool. It is a very unwise decision to start an iSchool at A&M. Schools of Library Science have declining enrollment nationally and are designed to educate future librarians, typically small cohorts of graduate students, who will go into the practitioner field of librarianship upon graduation. There are already 3 library science programs accredited by the American Library Association in Texas, all of which have declining enrollment. In addition, there are several other programs that are non-accredited in Texas; the market is already saturated. Furthermore, iSchools do not do the work of educating the general student population about information literacy, as indicated by the MGT report. This is done by practicing librarians in University Library organizations. It is clear that MGT consultants did not have a background in libraries and failed to do even a basic level of research before issuing their recommendation. Information literacy instruction is the role of practicing librarians that work in the functional libraries at universities. This information literacy work is already being done at A&M. From FY18-FY21, the TAMU Libraries have provided instructional workshops, tours and orientations, and research instruction guest lectures to over 137,595 attendees in almost 4,000 sessions. These sessions have been embedded in every college on campus and in campus units such as the Pride Center, Multicultural Services, Hullabaloo U, Fish Camp, and more. Librarians have been involved in the student success movement since its inception. In Fall of 2021, there are 8 library instructors currently teaching 12 sections of FYEX101 (Hullabaloo U). It is also intentional that the University Libraries is choosing to embed information literacy throughout the A&M curricula and co-curricular experiences. Information literacy is constructed and contextual within the norms of the disciplines in which the researcher/learner is working. The information skills needed for an Engineer are not the same as those needed for a Historian. It is difficult to divorce information literacy from the context in which the information is created, sought, and used. Therefore, the embedded nature of librarians within the whole of the university curriculum, across departments and units, is mission critical to student success. This is why stand-alone, non-disciplinary information literacy courses can be less effective than imbuing information literacy content into courses within a degree plan, a strategy already at play at A&M. Information literacy also happens outside of the classroom in

the experience of doing research and using the libraries as the campus hub of intellectual curiosity and the associated collections, programs, and services. Moving the libraries exclusively into the classroom experience without acknowledging all of the co-curricular ways in which library services support the whole learning experience is misguided. Moreover, if the current library faculty were moved into a library department that was dedicated to the education of future librarians, who would do the work of providing information literacy instruction to the 70+K undergraduate students? In order to have both a Library Science degree program AND a fully functioning library university library system, TAMU would need to invest considerable resources in the additional hiring of library and informatics faculty. The recommendation that the Fine Arts are underserved at TAMU is correct. It is not what we are known for as an academic institution. It would be wonderful to see an investment in the arts. However, these are notoriously expensive programs to run which does not seem to be in alignment with the report's overarching goals. The recommendation to create a School of Journalism is not based in evidence based research in higher education. There has been a national decline in journalism schools across the nation. The report uses the need for media literacy amongst the general population as a rationale for the new school. This is a false equivalency. Educating a handful of students who choose journalism as a major will have no impact on the media literacy of our general student population.

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Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. The team that prepared the report seems to operate under the assumption that centralization is always better. They seem to have skipped their business management 101 classes which show with many examples how centralizations and mergers can hurt organizations. Centralization may work well if the units are united by specific common goals and operating methods. This is certainly not true in this case. One could equally merge liberal arts with engineering or vet school or business school. The merger won't be beneficial for the students as there is little overlap in courses and the change of majors from liberal arts to sciences is rare. The argument of reduced staff does not apply. The office of the new super-dean won't be able to lead competently all disparate units. One will have to maintain subunit offices. The bureaucracy will only proliferate. The argument that some other universities have such colleges is simply not serious. Those colleges were created decades if not hundreds of years ago when they made more sense and their mission was primarily teaching. They might want to split now, but they are wise enough not to fix something which is not broken. Why don't we follow the same wisdom and stop wasting money, people, and resources on hurtful bureaucratic games? Recommendation #2: Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school. Performing and fine arts were never our strength. Those areas are strong in other Texas universities. We at Texas A&M have our own strengths and areas of excellence. Why don't we invest in those, instead of creating mediocre programs? I doubt that there is shortage of artists and musicians in the area and they cannot find enough places to study. Performing and fine arts are delicate disciplines and it may take decades and enormous resources before they are grown from current poor level to a decent level here. I don't see any rationale for spending these resources. Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. This is simply ridiculous. Agrilife as a college has very different goals from the department of Biology. Faculty in these areas have no barriers to collaborate already and they can decide to group a new center or a new institute at any time, without wasting resources for administrative relocation of different units. Such things should originate from the faculty and dictated by the needs of education and research. Do you people seriously think that you know better?

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I am mostly ambivalent about the merging of colleges proposed by the report. As someone working within Liberal Arts, I have appreciated the sense of possibility that exists within the current make-up of the college to build a unique identity that can more readily align with the 21st century shifts in education, society, and leadership. Because of its relative youth compared to other Liberal Arts or Arts and Sciences colleges at peer institutions (like the U of M example cited in the report), there is more flexibility that allows for growth and innovation in the Humanities/Social Sciences than would be the case at institutions whose programs are perhaps a bit more calcified in terms of the vision they offer. But it may be possible to preserve this dynamic of the current Liberal Arts set-up within the framework of an Arts and Sciences if the structures and processes of realignment do not wind up stifling the forward-thinking and creative visions of the merged units. I myself have benefited tremendously from my own undergraduate education that allowed me to gain exposure to the study of science, social science, and humanities, all of which have played a formative role in my educational, professional, and personal growth. My biggest concern in a realignment is making sure that the expected pay-off is clearly articulated (how exactly will this improve the institution?) as well as being mindful of the challenges that the realignment process will entail (will the short-term pain be worth the long-term gain?). My prior experience at a

peer institution that underwent a change in the academic calendar has taught me that a lot of the brunt of a drastic institutional change is shouldered by those staff and lower-level administration who pours so much of their time and energy into keeping the university running on a day-to-day level, and that having to coordinate and implement institutional changes can lead to burnout and depleted morale among some of the most valuable contributors to the operation of the institution. As for the recommendation about expanding the Bush School, there does not seem to be much enthusiasm within International Studies for merging the existing program with the Bush School. The department does serve as a pipeline for students to go on to do graduate programs at the Bush School, but the organization and mission/vision of the department promotes other potential directions for students to pursue, including Business, Law, and Public/Global Health.

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I would like to comment on the proposed merger between the Political Science department and the Bush School. I see the advantages that this potentially offers. At the same time, there are some issues that I think would need to be addressed in order for this to be successful. It would be critical, in my view, for the Political Science department to maintain its autonomy. This would mean that the faculty currently in the department would remain there, rather than being divided up and placed into the two departments that presently exist in the Bush School. It would also be important for the Political Science department to be able to maintain control over its PhD program, which is nationally ranked in the top-25 according to US News and World Report. In addition, commitments that have been made to faculty as far as teaching loads and research support should be honored if the merger happens.

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Thank you for the opportunity to read and respond to the MGT report. I gained important insight from the report and in general, agree with realignment to increase efficiency, productivity, and consistent evaluation. However, there are several inconsistencies that I believe need to be addressed. The report states that “most peer institutions do not have a stand-alone biology department”, which is not accurate. While the specific name of the department may vary (e.g. Department of Molecular and Cellular Biology), almost all peer institutions have a biology department in the College of Science (or Arts and Sciences) with Cornell University being an exception. The selection of Cornell University as an example is not well justified. It is not clear how a smaller private university (with a public College of Agriculture) relates to a large public university. Further research is needed to determine the potential repercussions of this move. The proposed restructuring of the Department of Biology in the new Institute of Biological Life Sciences in the College of Agriculture and Life Sciences is also not well defined. Having a broad and collective Department of Biology is an advantage as it creates novel collaborations, increases the breadth of knowledge gained by undergraduate majors, and is a version of the academic centralization that the report consistently promotes. Moving the Department of Biology to the College of Agriculture and Life Sciences could ultimately lead to decentralization of the Department of Biology and effectively be counter-active to the proposed mission. The use of comments during interviews to define underperformance of the Department of Biology does not hold up to academic standard. Quantifiable metrics, such as the low fail rate of 1st year students (11.2% in 2020), high retention of first year Biology majors (95.9%, which is higher than the TAMU average of 94.3%), 57% increase in awarded degrees over the past 5 years, marked increase in research awards (>\$21M), and high diversity (16% greater than TAMU average) indicate that the Department of Biology is one of the top performing departments on campus. The Department of Biology is in the early stages of a strategic plan to build upon this momentum and become one of the premier biology departments in the country. The strategic plan will further increase the upward trajectory that the department has already created. While there may be some historic context to the Department of Biology’s perceptions throughout the university, it appears that comments cited in the report are outdated. The MGT report would greatly benefit from a more rigorous assessment. The Department of Biology has also helped create a new Neuroscience major, which has exceeded enrollment expectations and is a powerful recruitment tool for the university. The position of the Department of Biology in the College Science (or Arts and Sciences) is critical to the implementation and growth of this degree. Substantial changes to the Department could impede this new and exciting major, as well as other initiatives within the College of Science.

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The MGT report contains some interesting and even exciting suggestions, and also some ideas that may not be workable. My comments on the proposed academic realignment reflect my role as a faculty member in the College of Geosciences. I can see benefits of the proposed realignment to form a College of Arts and Sciences (I earned my Bachelor’s degree from a liberal arts college and my Ph.D. at a land grant university organized on the Arts and Sciences model). Under the proposed arrangement, for example, our university core curriculum would probably function better than at present; and certain departments would potentially fit more comfortably into a combined college than in the more narrowly focused colleges where they currently reside. The success of the merger would depend on its implementation. The critical thing is to honor the integrity of disciplines and existing departments, as well as their



historical development at TAMU. Indeed, the Arts and Sciences model inherently emphasizes the traditional academic disciplines as distinct from the less formal and/or applied academic programs housed in the other colleges, and this means that if implemented well, a combined college could elevate the status of the conventional arts and sciences disciplines, and hence of the entire university. Each of the existing academic disciplines is important and worth veneration, so let's make sure that all the existing departments are transferred intact to the new, larger college. A related and equally critical consideration is to carefully handle the interdisciplinary degree programs in the existing colleges, and to fully understand their history and linkages with the academic departments. In the College of Geosciences, for example, the interdisciplinary programs are primarily linked to and sustained by a single department (Geography, which is where they originated). The integrity of these linkages must be maintained to ensure the continued primacy of the traditional arts and sciences disciplines, as well as the future success of the supporting department(s) and interdisciplinary programs. A third consideration is that, if the university decides to move ahead with the proposed academic realignment, it should resist pressures to do it halfway. If we're going to do it, let's do it well. A watered-down approach that, say, only combines two colleges instead of three, or only moves departments around within the existing framework of three colleges, would create something messier than what we have now, without producing the benefits that could result from the single large college of Arts and Sciences. I probably cannot imagine all the arguments that might be advanced to pursue only parts of the proposed merger. But I would encourage the administration to move ahead with academic realignment only if it is committed to fully implementing the new College of Arts and Sciences. (One caveat: it's not clear to me that the library actually fits within the proposed structure, so my comments apply to the regular academic programs). As with all faculty members, I have some reservations about how the implementation of the MGT proposals will play out. These reservations stem primarily from the fact that the MGT report looks a bit carelessly assembled. Surprisingly, MGT overlooked major issues such as IODP and implications for its continued funding. Much of the report appears quite shallow, in fact. I am surprised that the university did not adopt some type of approach that would have yielded a more thorough portrayal of the nature of this university. Given the lack of depth exhibited in the MGT report, I am concerned that implementing the proposals will expose many unforeseen complications that will disrupt the functioning of the university. If the disruptions are too severe, the damage to our productivity and morale will outweigh whatever benefits might accrue from the changes. I am not writing to oppose the changes. I simply would urge the administration to thoroughly consider the reason that current structures exist, whether it is truly imperative to alter them, and, if so, how to execute the changes in the least disruptive manner. This will require a more thorough review and consultation with faculty, staff, and other stakeholders who have relevant expertise. If deeper study suggests a way to implement the changes in a minimally disruptive way that will enhance the university, we should move forward. But we should also be prepared to abandon the proposals if it seems that they will be too disruptive. The question to ask is whether the potential gains will be great enough to outweigh the disruptions that will inevitably occur. Thank you for considering these comments.

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This was among the most surprising recommendations. This seems like a throwback decades to centuries. In looking when Michigan, Florida, and Rutgers established their similar colleges it was 1840, 1910, and 2007, respectively. These are Universities specifically mentioned in the report. This does not appear to be a forward looking recommendation that acknowledges the challenges Texas is experiencing, currently. I came to Texas A&M to be part of the College of Geosciences, which is was one of the few in this country. More have emerged in the past 20 years that recognize the need to address climate, energy, and natural resources, and the corresponding community resilience needs and challenges and private and government responses to these challenges. I acknowledge there is some need for some in our college community to update approaches and technology, refocus and direct research issues to societies major challenges, improve student job training, and create more focus applied problems that explicitly relate to issues of concern for the State of Texas. Removing a college dedicated to a discipline that has so much potential for the state would be a serious loss for the University. I would agree with advice to restructure, refocus, and build out the college to emphasize more direct benefits to Texas. Merging the College will dilute the focus on societal issues and only will serve to isolate faculty who will go their own way instead of lead with a unified vision of how Geosciences can benefit Texas. This also leaves UT Austin Jackson School of Geosciences as the only premier geoscience entity in the state of Texas. These flagship universities have different foci, as do our similar colleges. Losing one of the flagship colleges of geosciences, pushes all the focus to them, which will not benefit Texas A&M or the state of Texas. Establishing a Department of Journalism is a great idea. I look forward to the engagement of that Department across the University. Refocusing the College of Architecture to a 'core mission' appears to, again, not acknowledge the changes to society and that these departments have expanded well beyond their traditional boundaries to benefit society. Refocusing risks

losing the innovation that is sparked by engagement with other parts of that college including Construction Science and Architecture. I think the college as it is, is an innovative mix that is already successful and has much more potential.

Political Science should not be merged into the Bush School, but should remain with other social science departments. The recommendation is based on a superficial understanding of the departments. The Bush School is a Professional School; the department of Political Science is an academic department. The Bush School excels at training students for careers in government and placing students into those positions. Part of what makes the school so effective is its laser focus. Its focus enables it to attract faculty to support its mission. The Political Science department, meanwhile, is one of the ranked departments in the College. A merger with the Bush School would weaken the focus on what supports the doctoral program's ranking, an academic-focused research oriented faculty. A merger will also have negative impacts upon undergraduate students. As a department that offers classes in the core curriculum, remaining with the College would allow for better coordination of core curriculum classes, more facile creation of learning communities because cross-college coordination is not required, and more timely graduation by not outsourcing part of the core curriculum. Cooperation and opportunities for students do not require a merger (a 3+2 between the departments already exists, for instance). If this merger must take place the most negative outcomes can be mitigated, and the academic (versus professional) nature of the resultant school preserved, but locating it within an expanded College of Arts and Sciences which is what takes place in all other AAU peer and aspirant peer-institutions.

I will confine my comments to a few of the changes with which I can speak with greater personal knowledge. Merging Liberal Arts with Science and Geoscience could work, on paper, but would need tremendous care to do well. Without such care, it will simply result in more inefficiencies and likely result in a diminution of the humanities-centered units. An A&S College would need internal administrative structures such as Assoc. Deans heading Divisions within the College of like-minded scholarly profiles: Science, GeoScience, Social Science, Humanities. For example, the first three are article/grant disciplines in scholarly production; the latter tends to be composed of book disciplines without much external funding at all. I worry about how P&T would work in such a varied college. Such a merger would need to not relegate those units with much higher core curriculum teaching profiles (Humanities units) as second-class units within a first-class college. This will require a lot of intentionality and care and collaboration. A bigger college of A&S should make collaboration with the smaller colleges (Education, Bush School, Architecture, etc.) more formal at the College level. I don't regard the diminution of the Library to a department in A&S as a positive. It seems adding such a big teaching mission (a BA/MA/PhD in Library Sciences) is a lot to ask while they continue to provide all the services that all scholars need from them. Will there be increased resources for that? I see the School of Visualization and Performing Arts working out particularly well with donors, though it seems the Aggie Band should be a more formal part of it. If the Bush School is not part of the "4 legs of the stool" then why fold two of the top performing units in Liberal Arts, POLS and potentially ECON, into it? Doesn't that diminish A&S by making it shorter than the Engineering leg of the stool? I believe it is a problem that Engineering does not appear to lose anything in the MGT report. When President Banks addresses this report, she should strongly consider explaining what changes Engineering may experience. Perhaps it's just a perception problem, but it clouds whatever good points these reorganizations may have (and they do have a more than a few).

University administration should present a clear timetable as well as clear goals and objectives for the implementation of various aspects of the plan. This is especially true for the large and complex task of merging multiple units into a proposed College of Arts and Sciences. The administration must provide an outline of a rational process for the creation of the new College, including a reasonable timeline. Faculty and staff at all levels must be involved in this process in meaningful ways. The creation of such a College includes a wide range of issues, including: administrative structure; reporting chains; processes for tenure and promotion, annual review, and the like; College policies and by-laws; financial resources and funding; salary equity; department metrics; facilities; etc. etc. The university must clearly articulate how any newly formed College will contribute, specifically, to the research success of faculty in the unit. (The report, as a whole, is almost silent on how any of the academic realignments serve to improve faculty research.) How will vastly different units, with significant funding differences (natural sciences and humanities), work together? How will the university ensure that the humanities and social sciences will have an equal role to the natural sciences in shaping the future of the new College? All of these elements will be critical to launching a national search for a prominent Dean, who should come with significant experience leading a comparable College of Arts and Sciences. The university should actively seek to identify a major donor or donors for the new College. The creation of this College holds much potential and exciting opportunities for interdisciplinary work and student engagement; however, it must be a thoughtful process that engages all stakeholders, including faculty, staff, and students. I can only reiterate the above comments regarding

any potential academic realignments that would involve the Bush School, including moving departments from the College of Liberal Arts (Political Science, Economics, and/or International Studies) to the Bush School. In addition to all of the administrative issues noted above, any realignment here needs to understand fully what work is being done in these departments. How would these departments benefit from being located in the Bush School as opposed to the College of Arts and Sciences? How will their research and teaching missions be strengthened? All three of these departments include a wide-range of faculty and teaching that do not wholly mesh with the mission statement of the Bush School. Will the departments remain intact? Will the committees formed to implement any such realignment be drawn from faculty with real knowledge of these departments and what they do?

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AgriLife Science would be a better home for the Department of Health & Kinesiology.

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I understand the financial benefit to move undergraduates out of the HLKN department in CEHD over to public health. The state pays more "per head" for each undergraduate in public health than it does for CEHD undergraduates (a solid statement about the value the state places on training educators, to be sure). But public health does not have the infrastructure in place to take on these undergraduates, and it will be comical watching them panic and hire new faculty and open adequate space -- all new expenses -- in this attempt to accommodate these programs. Further, I recommend that public health take on the full cost of the Human Clinical Research Facility, and the CEHD should be compensated for all the money it spent on developing this facility. We invested in it, and now another entity will be taking on potential earnings. This is blatantly unfair.

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MGT Consulting/M+CG Comprehensive Review Response to Final Report The following points justify and support the need to retain the Health & Kinesiology Department as an integral academic unit, correct erroneous information offered in the report, and provide a counter-recommendation. ● Report Recommends: [Recommendation #9d]: "Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health. (...) Refocus the College of Education and Human Development on the core mission of producing educators and move the Department of Health and Kinesiology ... to appropriate units" (p. 38). ○ The majority of faculty within the Division of Health Education in the HLKN Department believes this recommendation is ill-suited, given that the Division of Health Education contributes significantly to the College's focus on "producing educators". ○ The Division of Health develops/trains Health Educators with degree options that allow for TEA teacher certification and enable students to sit for the nationally accredited Certified Health Education Specialists. ○ Undergraduate degree options are: BS in Health Education (with an emphasis on Allied Health) or a BS in Community Health. All graduate degrees are in Health Education (and not Community Health as erroneously stated in the report). ○ Health Educators and Community Health/Public Health Workers are specifically identified by the U.S. Bureau of Labor Statistics (BLS) as distinct occupations. Each training program has its own, unique certifying agencies. For health education programs: the National Commission for Health Education Credentialing, Inc. (NCHEC); for public health programs: the Council on Education for Public Health (CEPH). ○ Re-alignment of the HLKN department with the SPH would contribute to REDUCING THE FOCUS of the College of Education and Human Development on its "core mission of producing educators", by eliminating one of the College's vital education-oriented programs. ● Report claims: "Program growth in each academic unit, specifically in the Community Health and Public Health degree programs, often appears to continue to create new conflict, course offerings, and program expansions in the other (...) however, this duplication of program offerings is an inefficient use of resources, confusing for accreditation and program evaluation" (p. 39). ○ While the report suggests HLKN and SPH experience duplication that might be confusing for accreditation and program evaluation, it fails to acknowledge the origins of the perceived overlap: The BS in Health Education began with the establishment of the College of Education in 1969. The SPH's BSPH was established in 2014, proposing to duplicate courses that aligned with the Division of Health's already-established professional preparation programs and degrees (which prepare school health teachers, community health educators and the health workforce). ○ If there is competing demand for students at the undergraduate (or graduate) level, it would seem wiser to capitalize on existing pedagogical resources already in place in the Health Education program (in HLKN). It would also seem wiser -- in lieu of moving HLKN to the SPH -- to capitalize on the forces driving enrollment in the Health Education undergraduate and graduate programs at a rate two-thirds higher than that observed in the SPH. ● Report claims (erroneously): "The overlapping degrees are the Bachelor of Science in Public Health, Master of Public Health, and Doctor of Public Health within HPCHS, and the Bachelor of Science, Master of Science, and Doctor of Philosophy in Community Health at HLKN" (p. 38). ○ The health-related Master's degrees offered in HLKN are MS in Health Education; the one offered at the SPH is a Master of Public Health degree. ○ HLKN offers a Ph.D. in Health Education (not Community Health as claimed in the report). SPH offers a DrPH. ○ Assuming these

degrees are redundant reveals ignorance regarding the nature and function of these titles: both the MPH and the DrPH are practitioner-oriented degrees -- appropriate for professionals working in state or federal-level departments of health and/or health care providers focused on practical applications of public health principles. MS and Ph.D. degrees are research and scholarship-oriented degrees -- appropriate for professionals seeking to research, develop, and disseminate new knowledge, as well as for scholars critically assessing knowledge development and ethical implications of applying research-based innovations/knowledge. 1. Report claims: "One of the primary reasons to move HLKN to SPH is that SPH's Council on Education for Public Health accreditation will not allow SPH to eliminate degree programs or to offer joint programs" (p. 39). ○ A recommendation to dismantle one of TAMU's largest academic departments because an accreditation program does not permit another solution is ludicrous, at best, and disingenuous at worst. ○ The rationale appears invalid, given that several other peer institutions have CEPH accreditation for their Public Health programs while simultaneously housing other units similar to HLKN's Division of Health Education. ○ One such peer institution - which the report failed to list in Appendix 3 -- is The University of Texas at Austin. UT-Austin houses both undergraduate and graduate degrees in Health Behavior and Health Education in their Department of Kinesiology and Health Education -- within the College of Education -- while also offering a BS in Public Health; at the same time, the UT School of Public Health offers MPH, DrPH, and PhD degrees (alongside non-degree certificates and programs). ○ Other peer institutions having the same model as TAMU (Health Education programs outside SPHs), with concomitant Schools of Public Health and their degrees include: the University of Alabama Birmingham and University of Florida. ● Counter-Recommendations: 1. Move the smaller unit of HPCHS at SPH into the HLKN Department. ○ From both a budgetary and efficiency perspective, it is more feasible to move the smaller HPCHS from the SPH into the HLKN Department, given the Health Education Division's history, scholarly productivity, national prominence, and leadership role within the HLKN Department, the College of Education and Human Development, the University, and nation-wide. ○ Moving the HPCHS department into HLKN would cost less and would allow the HLKN's Division of Health Education to maintain its independence and leadership role within the profession of Health Education, thus contributing to the College of Education's focus on developing professional educators of various stripes. 2. Establish the Department of HLKN as a School under TAMU Health. ○ See proposal and rationale provided in the feedback by other faculty members in the HLKN Department.

Re: Recommendation #9d (pg 38): Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with HLKN. The Center for Translational research in Aging and Longevity (CTRAL), well known of its advanced human clinical research expertise and success on campus but also nation and world wide, has been incorporated into HLKN after its move to TAMU in 2012. Prior to 2012, CTRAL, its faculty and several research staff members have always been affiliated with a medical school (college of Medicine: University Arkansas for Medical Sciences, Arkansas Children's Hospital, Maastricht University Medical Center ) due to its nature of human clinical research in diseased populations. This has been of benefit for both CTRAL and the clinical faculty of COM as joined interests in clinical research fields resulted in strong collaborations leading to novel human clinical research ideas and projects funded by NIH and foundations. Collaborations already exist to some degree but expansion is often limited due to the different affiliations and operational structures. A more formalized collaboration between CTRAL and COM will also boost the patient recruitment potential in the Bryan/College Station area.

I am an Assistant Professor who started in Political Science in Fall 2020. It was certainly a difficult time to begin my career on the tenure track, but I was so relieved and impressed by the kindness and generosity of my colleagues. Even amidst the many challenges and obstacles of moving to a new institution and prepping courses during a pandemic, I was very happy to be at Texas A&M and in the Political Science department especially. I have extraordinary research assistants in our excellent PhD students, with whom I have already published an article on Covid-19 and voter turnout in Brazil. I am closely engaged with scholars across the university and in Agrilife related to my research interests in water security, environmental politics, and natural hazards mitigation. I have received two large NSF grants - I am lead PI on one of them - to study these topics in marginalized communities in Texas. I have learned a lot from an undergraduate student who was in my course in Fall 2020 and is now pursuing a directed research project with me. All of these things make me excited to be part of the Department of Political Science at TAMU. They are also the reasons that I am very concerned about the recent consulting report, in particular the recommendation to move the Department of Political Science to the Bush School. I have many close friends and colleagues at the Bush School, and I greatly respect their work. It is an excellent school. I even hold a master's degree from UC San Diego's equivalent of the Bush School, and my work and publications are interdisciplinary and policy-oriented. These experiences make me keenly aware of the significant differences in the missions and actions of the two departments. I explicitly chose to join a Department of Political

Science in order to pursue research with a clear grounding in disciplinary work and contributions. I want to teach political science to undergraduates, and I want to mentor PhD students pursuing dissertations in political science. I had competing offers when I made my choice to come to TAMU, and one key factor was the academic research focus of the department, its generous support for my fieldwork and original data collection, and its 2-1 teaching load. I would be happy with an outcome where the Department of Political Science joins the Bush School, remains its own autonomous department, and honors the terms of my and my colleagues' offer/promotion letters. I have great colleagues and community in B/CS, and I want to stay. However, I am very concerned that, if the department does not remain autonomous and if the new arrangement involves reneging on any of the terms of my offer letter, then the aspects of my job at TAMU that bring me such fulfillment will be gone. Thank you for your consideration.

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A merger/collaboration between Political Science, Economics, and International Studies could work well for all units concerned. The Bush School would instantly obtain thousands of undergraduate majors, but also a significant number of new MS students especially in Economics, and two highly regarded Ph.D. programs in Political Science and in Economics. There are concerns of course. The Bush School would be asked to swallow and incorporate two large and relatively strong academic departments, and this will change the Bush School in some ways. The Political Science and Economics and International Studies groups would be asked to integrate with the Bush School's more policy-oriented and practice-oriented faculty. The Bush School is currently organized into two departments by area of focus, whereas the Political Science and Economics Departments are organized by academic discipline (and should remain so organized). But there are complementarities between all these units and faculty, and there would be increased opportunities for interdisciplinary work, which is already a hallmark of the Bush School. It also seems that POLS and ECON and International Studies are all slotted to face large changes in any case, whether moving to BUSH or moving into a large College of Arts and Sciences, so the momentum behind 'staying in place' is less of a factor in this decision.

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Great idea in creating a College of visual and performing arts. So much about what we hear regarding journalism seems to suggest that the industry is in need new vision or direction. Perhaps we need an alternative to Journalism. The idea of combining Political Science and Bush School makes lots of sense. I am not sure what the implications for the change to the College of Vet Medicine would be for McAllen. Moving Construction Science to Engineering is wise, although the concern might be weakened in a college that includes a powerhouse like Engineering.

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It would be a mistake to merge the Department of International Studies with the Bush School, or any other academic unit at A&M. International Studies is a department that houses three separate and distinct degree programs (International Studies, Modern Languages, and Classics), and our mission does not align with that of the Bush School. International Affairs and International Studies are not the same thing, and should not be combined simply because the word "international" appears in both.

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Dr. Barteau, VP for Research Office did a fairly good job bringing all of the Associate Dean's for Research under one umbrella. We all meet on a monthly basis. The COVID TEMAGS teams meets monthly. Respectfully, I do not believe that A&M-Health needs a separate Assoc. VP for Research. The A&M-Health ADR's know each other and we have long collaborated with other researchers in our fields without Dr. Ken Ramos who seems to be focused on finding funding for his research priorities at IBT. Dr. Ramos should have the sole title---"Director of IBT" and perhaps he might have time A&M's basic science interests at the Texas Medical Center. Dr. Ramos and IBT should fall under the Dean for the College of Medicine. I believe the SPH degrees hold much higher value than Human Development's Community Health degrees for A&M graduates. This change makes sense. Texas A&M Health-School of Public Health would merge with the Dept. of Health & Kinesiology and result in the merger of two separate cultures, missions, and faculty. This will take much stronger leaders than are currently available at either College. Obviously the SPH will require a much larger building

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Recommendation #1. Coming from 2 universities that do have a College of Arts and Sciences (Indiana University and Northwestern University), as well my partner being an Assistant Dean of Curriculum and Policy for the Indiana University College of Arts and Sciences, I can see creating a College of Arts and Sciences might be good. Recommendation #2. I am concerned about establishing a School of Visual and Performing Arts. For one, I don't know if this school will have many students in their program. Two, how will resources be reallocated to create such a school? Performing Arts implies that there will be school-based opera, ballet, symphonies, orchestras, performances, plays, etc. Does TAMU have the capacity to do this? I like the idea, but I'm worried about the resource allocation and success of the school.

Recommendation #3. I'm concerned about resource reallocation in creating a new Department of Journalism.

Recommendation #6. The University Libraries serve everyone. I am concerned that a University Libraries into the College of Arts and Sciences will mean those outside of that college will not be able to access library resources.

Recommendation #9d. I am in the Department of Health and Kinesiology, specifically in the Health Education Division. I

agree that there is duplication, and Kinesiology is often a department within Schools of Public Health across the country. However, I would like to know how the transfer to the Department of Health Promotion and Community Health Sciences will impact tenure/promotion, pay, teaching load, research account, research/grant resources, etc.

Counter-Recommendations: 1) Move the smaller unit of HPCHS at SPH into the HLKN Department. From both a budgetary and efficiency perspective, it is more feasible to move the smaller HPCHS from the SPH into the HLKN Department, given the Health Education Division's history, scholarly productivity, national prominence and leadership role within the HLKN Department, the College of Education and Human Development, the University, and nation-wide. Moving the HPCHS department into HLKN would cost less and would allow the HLKN's Division of Health Education to maintain its independence and leadership role within the profession of Health Education, thus contributing to the College of Education's focus on developing professional educators of various stripes. 2) Or move HLKN as a School under the umbrella of TAMU Health, would strength TAMU Health, would cost little, and would maintain the strength of HLKN. There are a large number of Health faculty whose research and education programs do not fit into the SPH model. Lastly, it would allow SPH to continue to pursue its destiny as a Public Health focused educational entity.

Having undergraduate courses in information science, maybe even a program, is an idea worth considering. The University of Tennessee's School of Information Sciences has a successful undergraduate program that could be used as a model. However, their courses are taught by the SIS faculty, most of whom have PhDs. Very few of the librarians at A&M have a PhD. I'm also not clear as to whether all librarians would be expected to teach. We have 50+ tenured and tenure-track librarians, and 30+ non tenure track librarians. It's hard to imagine enough courses for all of us to be teaching, especially those of us who chose librarianship because it does not involve teaching. The Libraries should remain its own free-standing unit as a direct report to the Provost and retain its head as Dean of the Libraries. The Libraries services and programs are for the entire university and serious thought should be given to the consequences of the Libraries reporting to any academic dean. The conflict of interest, especially the perceived conflict of interest, of an academic dean supervising the Libraries would damage the Libraries' neutral role. As the Libraries' materials budget would be under the purview of an academic dean, the faculty in the rest of the colleges would certainly wonder if we are favoring "our" college in purchasing decisions. Without new funding the Libraries will have to implement a major journal cancellation effort in a couple of years. How would the Libraries ever be viewed as making impartial judgments in such a situation? If the academic dean did remain hands-off on such decisions, would any faculty member outside that college ever believe that would be true? In a time of severe cuts, which any university could face in the next few years, would that academic dean truly be able to resist looking at the Libraries' budget lines to forestall cuts to other departments under his or her control? Putting the Libraries under any college would be a disservice to both the Libraries and the University as a whole.

Let me state this simply. The Chemistry Department is very strong. Strong departments are hard to build but easy to destroy. Any strong department is going to be fearful of change. Whether justified or not, that fear can cause substantial short-term problems, particularly for recruiting and retention, whatever is ultimately decided for Academic Realignment. A few months uncertainty can cause harm that will take many years and a lot of resources to rectify. So you need to get on top of this.

The fusion of the colleges of Liberal Arts, GeoSciences and Science is a multi-edge sword. If the right leadership is put in place and admin savings are used to make investments in the faculty, then this is promising. If a new dean is brought board with a \$ package that includes a major initiative in the arts, I believe this would do much to put salve on the concerns that the humanities and liberal arts will suffer from this merger. There will likely be few painful years with stress in some faculty members who have trouble with that 4 letter word "change". Moving the vis lab out of architecture is not obviously a win. This program has thrived and gained national recognition where it is and it is the strongest thing going in Architecture. An alternative approach would be to build other elements of Architecture and keep this signature program where it is. The expansion of the Bush school to have an undergrad and PhD program is a wonderful idea. Not sure on the library ideas, but I think this has a good chance to work well within a year or two. The goal to improve research operations at TAMU-Health are great, but need to be coupled with an aggressive faculty recruitment effort. If a cluster hire was made with centered on a superstar with a substantial NIH program, we could begin to build some signature program that would help bring more solid more researchers.

1. I am in favor of having an academic department with Journalism in the name, specifically the Depart of Communication and Journalism. Journalism has had a long and varied history at TAMU. Once the dept. was eliminated, journalism studies was put in the dean's office in Liberal Arts. It did not thrive there, and several years ago the Department of Communication proposed to move JOUR to COMM where it is starting to grow again. The MGT report

stated there have not been many JOUR majors graduated since move to COMM. That is a misrepresentation as we now have more JOUR majors than Liberal Arts ever did and we are expanding the curriculum and attracting more students. Renaming Communication to the Department of Communication and Journalism is win-win for journalism, communication, and in line with this realignment recommendation. This also sets the stage for establishing a SCHOOL OF COMMUNICATION AND JOURNALISM in the foreseeable future. 2. I am in favor of merging Liberal Arts and Sciences. As a communication scientist, I think we might get more support for applied and basic social science research and education in an Arts and Sciences college.

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College of Liberal Arts needs to maintain autonomy of its research and teaching mission, and grow new rhizomes between the other colleges through strategic initiatives. The visualization unit is a great way to help create these new connections. Department of Journalism was disassembled due to poor research performance as an academic department. Without a research focus the new entity will create a high visibility program without the benefit of top-quality research talent. Bush School merger with Pol Sci is an incongruous match with conflicting objectives (impartial scholarship vs. government service). Biology is its own field of research which needs to remain autonomous from biomedical sciences program. Library science needs to migrate to an information sciences college, not into Liberal Arts or college of arts and sciences.

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Fan of Art and Sciences consolidation. Please proceed. Too many benefits not to do this immediately. We need to include some enhanced/targeted training in Math and Physics for the Engineering students. I understand not putting Applied Sciences in engineering like Northwestern as this makes that department too big, yet we have several ASEE papers regarding the Fall 2018 curriculum redesign highlighting the ongoing math issues. Physics is better, although we need some curriculum retargeting in 216/217 lecture topics. We need a Engineering track in the Math/Science/Art college to focus on the specific skills engineers need developed. Jazz improv is a great mirror for building problem-solving skills, and we need to actively pursue keeping engineer musicians going in college to continue to develop this bridging skill set. Always wondered why construction science was not placed with the Civil Eng crew. Proceed immediately. Leave journalism to UNT and tu. We can't do everything and I expect this to be the most contentious of all the changes presented. I don't foresee much benefit to Texas A&M as a whole here. Building a performing arts program to rival UNT and tu will be tough in BCS, yet this is something that I believe that BCS will support, considering the success of First Friday in Bryan and the Round Top activities just down the road.

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Fully and strongly support the expansion of the Bush School, whether combined with Poli. Sci. and Economics Departments, e.g., or growing it from within. We at the Bush School should have had a Ph.D. program long, long, long ago. Pretty hard for a policy school to move into the front ranks of academia when it does not produce Ph.D.s. I think we as professors got comfortable and, yes, lackadaisical in our attitudes. It is high time we stepped fully up to the plate.

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COLLEGE OF LIBERAL ARTS AND SCIENCE Whether the proposal to merge the College of liberal arts and science is beneficial remains unclear. After reading the report, only negative aspects emerge. For instance, bigger structure is less efficient, dean expertise will be less aligned with more departments, very diverse department sizes, financial gain unclear, inevitably more administration duties at the department level... The report is surprisingly lacking data supporting the recommendation. Listing "peer universities" with merged colleges is far from being convincing for many reasons: what makes them peer? Their university status or colleges of liberal arts and science? How their sizes compare with us? Did they ever split or they stayed together since their creation? Do we have information on recent merge at other universities (e.g South Carolina)? But most importantly, why having similar size colleges would be beneficial for individual departments, the colleges, and the university? The report should be sent back to MGT and ask to do a better (scientific) job. To be convincing, the report must be supplemented by more convincing data, more detailed findings and rationals.

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I do not see the rationale behind incorporating performing arts into Liberal Arts and Sciences. Liberal Arts and Social Sciences are already all in the same college (College of Liberal Arts). Fine and performing arts are completely different fields - students have different needs and faculty have different career paths. One could think of incorporating sciences and social sciences, and arts and liberal arts. Many different ways of restructuring could be proposed. While I do see synergies between liberal arts and social sciences - think history and economics - the link between performing arts and social sciences is much weaker (if there is any). The examples in the report link fine arts with STEM, which, again, would suggest yet another restructuring, i.e. physical sciences and arts on one side, and social sciences and liberal arts on the other. I am strongly opposed to incorporating Economics into the Bush school. This was suggested in the report. While I appreciate the interdisciplinary nature of the Bush school, economics departments are not usually part of policy schools, and if this happens to the TAMU economics department, it will reflect badly on the department's national and

international reputation. Why create a Department of Library Sciences? Is there student demand for a degree in library sciences? "Faculty-librarians will have faculty status in this new department." What does this mean? Isn't this a waste of resources? What is the rationale behind this?

TAMU should have a College of Arts and Sciences. Excellent suggestion. Personally, I'm thrilled to be part of this realignment. Regarding the observation that TAMU lacks "applied" arts, and the suggestion that the Department of Performance Studies merge its faculty and academic programs with a School of "Visual and Performing Arts" in A&S: Performance Studies is an interdisciplinary humanities field, distinct from applied arts (not a poor shadow of applied, conservatory-style arts training programs). The MGT report is understandable, but perhaps was not aware of a decision TAMU made in 2014 to do away with applied BAs in music and theatre. The creation of a non-conservatory BA in Performance Studies began with an Academic Program Review in 2014. Contra the MGT report, the 2014 APR concluded that the Department's \*lack\* was academic rigor (not applied arts courses). At the time of the review, the Department had an applied music BA and an applied theatre/drama BA. However, the APR recommended dismantling the applied degrees and creating a single BA in the academic discipline of Performance Studies. Quoting from the APR report: "much of the challenge of this 15-year-old department is to combine what were formerly two programs and two disciplines [music and theatre] into one integrated whole." The APR recommended: "a common vision of the department as a whole, rather than a tenuous balance between a Music Department and a Theater Department under one roof." Notably, the APR's aspirational peers were Stanford, UC Berkeley, and NYU (very high-level institutions nationally) rather than regional Texas universities (which the THECB oversees to avoid programmatic duplication). More precisely, the APR \*criticized\* the Department for its emphasis on applied instruction, its conservatory model at the BA level and praised its academic MA. At the undergraduate level, the applied aspect was perceived as a liability in a liberal arts environment: "the undergraduate department weighs heavily on its practice instruction (acting, theater tech, instrumental and voice lessons), whose teaching responsibility also falls into the hands of instructional faculty. This condition has both scholarly and ethical implications. In the scholarly dimension, it creates a department with an emphasis on a conservatory-based model of education that constrains the potential benefits of a liberal arts B.A. degree." The Department complied with TAMU's mandate to create "a plan for integrating Music and Theater into the new BA in PERF" and a "teach-out plan for current majors, including the date the current programs will cease to accept new [music and theatre] majors." The then Dean called the idea of a new academic BA in Performance Studies "innovative and distinctive", and rejected any suggestion of keeping the existing BAs in music and theatre. The Department promptly and in good faith dismantled its BAs in theatre and music in 2014-15. The 2014 proposal to the Coordinating Board (which forbids duplication of programs) stated: "Creating a single BA in Performance Studies brings this Department's academic mission in line with the original vision of the Department when it was formed in 1999. The original proposal envisioned an environment for 'stimulating creative and research work' defined by 'faculty and curricular interaction' (p. 1) and 'cross-fertilization of interests' between music and theatre' (p. 7). A BA in Performance Studies returns the curriculum to its original mission as an academic department by orienting the department around the discipline of performance studies, which focuses on the study of performance as social and cultural practice. The synthesis of music and theatre in a Performance Studies BA positions Texas A&M to be a unique undergraduate program not only in Texas but in the U.S." This vision of collaboration does not match that of conservatory-style BFA/MFA programs. The proposal continues: "The proposed BA also brings the undergraduate program in line with Imperative 4 of Vision 2020: 'Texas A&M University needs visual and performing arts programs freshly conceived and fitted to the university's distinctive competencies.' Further, the proposed BA is fitted to Texas A&M's increasing investment in interdisciplinary research, articulated in the Vision 2020 Precept: 'Encourage and facilitate interdisciplinary scholarship.' [... ] a freshly reconceived BA would allow for the kind of serious, interdisciplinary research at the undergraduate level currently missing from the conservatory style programs in Music and Theatre." In short, in 2014 TAMU decided it did not want conservatory-style arts programs. In less than 4 years, the Department completely realigned its curriculum, faculty, research, and mission to comply with the 2014 mandate. The Department is now doing something unique in the state, not duplicating other (conservatory, professional training) programs. In a sense, recreating music and theatre departments is moving backward. Performance Studies belongs with Interdisciplinary Studies in the pursuit of academic research, teaching the analytical skills and critical thinking valued at TAMU, and creating challenging (non-professional) experimental performance work. Many students want to explore the arts but do not seek professional training -- they deserve a place at TAMU and Performance Studies provides it. Many faculty members in the Department of Performance Studies are exceptional scholars (2 were Rothrock Fellows in 2021), and would welcome this opportunity to work and collaborate with allied faculty members in humanities and social sciences. Noting that the CLLA has several



interdisciplinary minors, US degrees, certificates, and majors, one idea is a Department of Interdisciplinary Studies including Performance Studies within it. In addition to the synergy among interdisciplinary faculty, such a department could also help streamline and centralize administration. With enthusiasm for the proposed realignment, and creation of a school of fine arts, Performance Studies as humanities research discipline should continue to make scholarly contributions to a College of Arts and Sciences, especially if situated in an Interdisciplinary Department.

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The university should provide financial stability in any academic realignment.

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I think all life science units should be placed within the College of Ag and Life Sciences, rather than to create an "institute". I don't perceive what is achieved by placing existing units under the umbrella of a new institute?

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What is wrong with the current set up? While there is room for improvement, any changes will produce new problems, some unforeseen. (1) This may lead to our being one large college of service teaching, with fewer resources for science and math; (2) This could increase bureaucracy due to being such a large college; (3) Having a dean of the college whose expertise is far from mathematics or science could make it difficult to function as a coherent unit, and some based this concern on their experience at other universities.

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Finding #6 Merging the University Libraries into the new College of Arts & Sciences and create a new Department of Library Sciences. The consulting group fails to understand the role faculty librarians and the purpose of Library Science programs. Library Science programs teach students to function in various roles within libraries in various settings (academic, K-12 schools, public, special, legal, medical, government, corporate, etc.). Within academic libraries associated with colleges and universities, librarians specialize in a variety of roles that require knowledge and expertise (gained through coursework and experience) of the publishing industry; licensing of digital products, databases, and other resources; management of departments within libraries; information literacy; and knowledge of database content, platforms, and search strategy development in a variety of disciplines (sciences, social sciences, humanities). Additional areas of specialty include archives & manuscripts, special collections, maps and state/federal government resources, digital humanities, and preservation. All of these specialties support the research, teaching, and student learning and success on campus and beyond. Universities where librarians have faculty status (tenure track) – allow for the discipline to move forward, to grow, to evolve, to develop best practices (in the scholar practitioner model). Research and publication is where faculty librarians share or collaborate on these best practices with peers across institutions, across the nation, and internationally. Our librarianship is our “teaching” equivalent. Subject librarians are often embedded in the departments to which they are assigned (to various degrees) – providing information literacy instruction primarily to the introductory, writing and communication intensive, and capstone courses in the undergraduate curriculum as well as providing more in-depth, individual research consultations to graduate students working on course projects, theses/dissertations, and publications. Library Science programs accept students into the master’s program (terminal degree) from any discipline because the profession needs librarians with educational backgrounds in the sciences, mathematics, computer science, engineering, health sciences, social sciences, business, communication, humanities, etc. The only people getting PhDs in Library Science are those who plan to teach at a university with a Library Science program. An undergraduate degree in Library Science (which is offered at one institution that I know of) is not a practical degree if you intend to work in an academic library – which requires a master’s degree accredited by the American Library Association. Librarians do not typically teach credit-bearing courses at most universities unless it is a general 1-credit hour (or no credits) information literacy course usually offered to freshmen. Starting a library science program within the proposed College of Arts & Sciences would not fly as that would never be accredited by the American Library Association – there must be PhDs teaching courses in the program – none of our faculty librarians have PhDs in Library Science. I believe the consultants must be equating library science (called Information Science at some schools) with information literacy instruction. These are two very different things. The subject librarians are already teaching information literacy within departments (as they are requested by faculty in various departments). There are roughly 61 Library science programs offered at universities across the country (the state of Texas is unique in that it has 3 of these programs). These programs enroll roughly 200-300 students per program in each master’s degree cohort. The University of Texas just launched an undergraduate program, but I believe it is merged with some are of computing sciences. It is not designed to graduate students who will go on to work in university libraries. I do not agree with incorporating the library within the proposed Arts & Sciences College. Our librarians support all disciplines on campus. Where would the librarians with science, engineering, mathematics, computer science, geosciences, health sciences, medicine, and agriculture go? Promotion and tenure would be handled through disciplines that do not understand librarianship. Where would budget/finances go? – currently handled by the Interim Library Dean’s position. We need leadership who

understands library budgets and finances. Where would the University Press report to? The Writing Center is housed within the library – not sure what more integration there could be. Years ago, we explored having a reference desk next to the Writing Center on the second floor of the library, but the trial period proved that was not the best use of our limited staffing. Most university libraries have moved to an appointment or on-call model for reference; most see more "traffic" (or usage by students) through online chat (which is usually more convenient for students). Most of our research consultations (appointments) are done over Zoom. This was critical for our distance education students before COVID-19 - now more students are making use of Zoom for these appointments.

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I do not believe International Studies belongs at the Bush School of Government. However, if the Bush School of Government will offer new undergraduate degrees, faculty in International Studies could seek a partial appointment at the Bush School of Government (25%) to facilitate Bush School undergraduate course offerings. The new College of Arts & Sciences should consolidate by and set up for success by a Dean who has experience doing this job. That individual should be an external hire. Otherwise it will feel like a hostile takeover. Departments will need to shape the Dean's advisory committee and be permitted to maintain their teaching loads and standards for tenure and promotion.

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The Biomedical Sciences program is of highly quality and impact. The strength of this program comes from its integration into the College of Veterinary Medicine & Biomedical Sciences. The rationale for moving this program to an Institute in AgriLife is not clear.

- It is unclear how the BIMS program would be administered in the proposed Institute of Biological Life Sciences, which also includes the Department of Biology.
- o Would CVMBS faculty/staff who teach in the BIMS program move to the new institute?
- o What about faculty who teach in all three (BIMS, DVM, and graduate) programs of the college?
- o If the BIMS undergraduate program has to be moved out of CVMBS, a move to Texas A&M Health would be more appropriate than AgriLife.
- Does the proposed move of the BIMS program include our BIMS graduate program or just the large undergraduate component?
- Over the course of many years, the CVMBS has utilized its human, space, and fiscal resources carefully to tightly integrate its responsibilities toward its professional, undergraduate, and graduate curricula. How would these resources (especially assigned classroom and laboratory spaces) be administered when BIMS is moved out of the college?
- Providing tailored advising for pre-professional students requires extensive experience so that the students can complete their required coursework in a timely manner. A centralized advising process may be significantly less effective for this program.
- Highly ranked colleges of veterinary medicine are important contributors to biomedical research in human health, in addition to their core mission of promoting animal health. The constraint of routing proposals only through AgriLife would affect the college's research trajectory significantly.
- Our college is deeply committed to the continued success of the BIMS program, wherever it is housed. We look forward to being closely involved in discussions about its future.

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Don't try and do too much too quickly.

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The possible merger between the Department of Political Science, Bush school and International Studies is an excellent idea which will improve and enrich the educational portfolio in social sciences and its quality. There are many overlaps in terms of the fields and topics among these different departments and this merger not only will create a synergy and increase the competitive advantage of our university but also complete a big gap that exists currently in social sciences and humanities.

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I am an Assistant Professor in the Political Science department, and have concerns with the proposed move to the Bush School. The draw of Texas A&M as a professor is for it to be an elite PhD granting institution. Particularly keeping the department as an elite PhD granting department covering all subfields of political science is of primary importance. This raises concerns with the move to the Bush school as it is a policy school which does not currently cover American politics (which is very distinct from public policy), political theory, or formal political methodology. While there are certainly some complementarities between the Bush school departments and political science, even beyond being a PhD vs MA granting department, our general research and teaching objectives and focuses are difference. Hence, it would seem that the best way to make a merger work is to allow us to retain our department structure, covering all the major political science subfields (with maybe Public Policy and Public Administration, which may better belong in one of the Bush departments). Our faculty should not be split up into the present departments in the Bush school, which would

lose the comprehensive political science education we currently provide. Second, the mission of the Bush school departments (training policy professionals) is very different than the mission of the Poli Sci department (training elite undergrads and future academics), and as such, we believe that if we are going there, there should be other academically inclined departments with us. This way we are not isolated in college-level decision-making with the other departments focused more on their masters students and policy. Economics moving over with us would make the most sense, as i) the Bush School already employs a number of economists (in fact, almost as many as they employ political scientists), and ii) we already have a good working relationship with them within Liberal Arts. Without them moving as well, the political science department will always be at a disadvantage to the pre-existing majority in the Bush School. Finally, I am uncomfortable with how much the consultants do not understand the differences between a policy school and political science. Most of this has already been alluded to above, but public policy and political science are completely different fields. There are overlaps to be sure, but just as there are overlaps between poli sci and econ, poli sci and philosophy, poli sci and stats, etc. Our research focuses are different, and even if we had MA students, or they had undergrads/PhDs, their focuses would be different. To say that there is no room to invest in both without addressing this overlap is fundamentally misguided. Moreover, we are a higher ranked department than economics, and the Bush School is full of economists as well as people with Political Science PhDs, but calling us out as having to be merged without them seems pointed at us for political reasons. It creates fear that staying at A&M will mean that political science will always be treated as 2nd to the Bush School.

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Much of this area of the report reads like it is trying to find justification and support for forgone conclusions. The part about the Biology Department underperforming is a joke. By any objective criterion, whether educational or research, Biology is one of the top life science departments on campus. It makes no sense to claim that the combined colleges of Science and Liberal Arts would be strengthened by combining enrollments when the enrollment of Biology is simultaneously proposed to be moved to COALS. Logical inconsistencies such as this plague the entire report. Simply reporting that some other college does things differently is not a justification for anything, especially in light of the fact that whether these different arrangements work out well for them. To use Cornell, a weird mix of private and public institutions, as a role model for a land-grant school seems off the mark.

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My hope is before any realignments or introductions of new programs are considered is that any implementation team conducts a thorough review of curricular offerings. We have been told many times that we cannot have overlap with other colleges and departments, which on the surface makes sense. However, this often results in duplications. Realignment offers a unique opportunity to revisit curriculum, potentially clean/clear duplications, and open opportunities for cross-discipline electives that will result in well-rounded students/graduates as well as foster faculty/staff collaboration.

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From my read of the report, TAMU is moving to "super colleges". If that is the case, why would TAMU keep very small colleges, such as Education & Architecture, as stand alone entities? College of Education & Human Development (CEHD) is currently the 4th largest College at TAMU because they have the Department of Health & Kinesiology (HLKN). HLKN is the largest academic unit at TAMU, representing ~60% of CEHD. Should HLKN be removed from CEHD then CEHD would become the smallest or one of the smallest colleges on campus. If TAMU is going to large super colleges, then everyone needs to be rolled into one of the 4 pillars suggested by the report. Recommendation #9D: Consolidate HLKN into SPH HLKN needs to be moved out of CEHD. There is near universal agreement across HLKN that we should NOT be in CEHD. The last two academic program reviews (2009; 2015) for HLKN have both recommended HLKN become its own standalone school. While the report suggested placing HLKN in the School of Public Health (SPH), I don't believe this is the most thoughtful approach given the context of HLKN and SPH. WHY SPH IS NOT THE BEST PLACE FOR HLKN: (1) At the undergraduate level, there is little to no overlap between SPH and HLKN. SPH has a school-wide undergraduate degree - they do not have an undergraduate health promotion degree. Overlap is more perception than reality. When you get into the weeds you see that Health Education and Public Health are two separate fields each with their own certifications and job assessments. (2) While there are about 5-6 accredited SPH across the US that do contain a department of Kinesiology, this is a rare set up as there are roughly 70 accredited SPH in the US. Thus, only about 8% of accredited SPH in the US have a department of Kinesiology in the school. Moreover, NO (0%) accredited SPH have a unit such as the Physical Education Activity Program (PEAP) that is currently housed in HLKN. PEAP is intricately tied to the Kinesiology Division of HLKN, teaching all of their 198, 199, and 223 courses. If accreditation is a driving force for moving HLKN to SPH, then how would accreditors view this huge addition to SPH and how would they treat this addition? (3) Currently, HLKN is the largest department at TAMU. HLKN is far larger than SPH. I don't understand how a smaller unit would be absorbing HLKN. In HLKN, we have distinct, yet conceptually and programmatically tied units that are

quite different than the prescribed units in SPH. Consequently, I recommend making HLKN its own school within the TAMU Health brand/structure that is being created. The academic college most like HLKN across the country is the College of Health & Human Performance at the University of Florida. Though not a large college, they are extremely efficient and productive. HLKN is currently structured just like UF's HHP. Moreover, HLKN already has the administrative and financial structure of a stand alone School. HLKN has a Department Head who essentially functions as a Dean, and Division Chairs who essentially function as Department Heads. Thus, this action would not create additional administrative glut. It would align HLKN with similar philosophical and curricular programs in TAMU Health. Further, this action would not cause disruption and possible accreditation issues that putting HLKN – a department with over twice as many faculty and four times as many students as SPH – would cause by inserting them into the SPH. Lastly, making HLKN a School in TAMU Health would not only strengthen TAMU Health, but would align clinical research facilities and entities in HLKN (e.g., Human Clinical Research Facility, Huffines Institute of Sports Medicine and Human Performance, and Thornton-McFerrin Coaching Academy) with partners in TAMU Health. In summary, make HLKN an independent School under the umbrella of TAMU Health. This move would strengthen TAMU Health, would cost little, would maintain the strength of HLKN, and prevent disruption in SPH.

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First thought: We are TEXAS A&M UNIVERSITY! Why do we need to be like other universities? However, if you do decide to consolidate colleges I have a few questions/comments. 1. Where does Mays Business School fall under? 2. Where does the College of Education fall under? 3. Where does the School of Law fall under? 4. Health and Kinesiology was mentioned however it comprises of more than just Health and Kinesiology. It includes Health, Kinesiology (including Dance,) Sport Management, Physical Education Activity Program (PEAP,) Thornton-McFerrin Coaching Academy, and Challenge Works. Wherever Health and Kinesiology goes they (ALL of the ABOVE) should stay together. 5. As mentioned in the Academic and Strategic Collaborations section I do not think we need a School of Visual and Performing Arts. There are other schools in the state that have a school with those programs. 6. Again, there are other school in the state that have a school with a Department of Journalism. 7. A&M Health???? This one is going to be interesting.

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I think combining into a College of Arts and Sciences will give the involved colleges a greater voice than if they do not combine. It will require P&T committee members to better understand the demands of faculty in other areas of expertise. I love the idea of a Visual and Performing Arts school - encouraging people to attend their performances may improve the culture and increase student longevity. The Bush School needs to be more visible, it makes sense to merge with PolySci. I support the general biology idea. TAMHealth faculty could add to the teaching of the undergraduates assuming it is acknowledged and compensated.

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I am concerned about the evidence base substantiating the recommendations made.

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Support Recommendation 1. Given that Texas A&M is so strong in agriculture and engineering, having a very large college with a strong, focused identity in arts and sciences will give that part of the university an appropriate profile. Having a College of Geosciences has always seemed unusual and inefficient to me. Support Recommendation 2. This is the right place for a variety of programs that have not been well organized in the past. Along with the proposed new performance venue, these changes will focus this part of the university and set it on an excellent course. No opinion on Recommendation 3. Support Recommendation 4. The Bush School is a strength of our university, and this elevation and merger will help its growth and prominence. Support Recommendation 5. Combining these two related programs makes sense. Support Recommendation 6. This will support the new college. No opinion on Recommendation 7. No opinion on Recommendation 8. Strongly support Recommendation 9a. The College of Arts and Sciences is the appropriate place for this program. No opinion on Recommendation 9b. Support Recommendation 9c. A small, highly-focused college is appropriate for architecture. No opinion on Recommendation 9d.

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Regarding, "Finding #6 - Skills in acquiring, evaluating, and using information are necessary within the undergraduate education framework and position students for academic and professional success as well as participating in society as informed citizens. TAMU's faculty-librarians are well-suited to teach students these skills, as the librarians already teach students these skills through library consultations." Yes, I 100 percent agree with this statement. All types of literacy skills, digital, media, civic, and information, are necessary at all junctures of an education pre and post undergraduate studies, and librarians should be utilized to teach students and all partners on campus. Please note that we want to work together to do this and much more. Librarians also play a critical role in assisting and partnering with faculty on their research, specifically in the publication and scholarly communications process. The Libraries should remain independent from being absorbed into a college on campus so that we can fully support all disciplines on campus. Please take the time to understand all that librarians do to educate and partner in teaching and research. A good example is how we

helped the campus transition from in person classes to online classes in a short turnaround pandemic.

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Recommendation #9a – Reassign the University Studies Degree program exclusively to the College of Arts and Sciences. Though University Studies seems like a broad and general degree, it is actually a specific degree within each college. The degree's core is the area of concentration within that college. It is a false statement that students enrolling in University Studies "do not have the qualifications or interest to enroll in a College degree program" (p. 36). Students enroll in the University Studies – Leadership (USAL) degree in the College of Agriculture and Life Sciences (COALS) because they receive a robust education in leadership that allows them to be competitive when seeking management and leadership positions upon graduation. The ability to focus their leadership degree with two minors that support the context in which they hope to work is also attractive to our students. They come to USAL with excellent qualifications and maintain strong GPAs while enrolled. They are enormously successful in the workplace upon graduation, entering fields that include sales and marketing, management, and the military. USAL graduates work in both agricultural and non-agricultural contexts. The core curriculum plays little role in the University Studies degree, negating the reasoning for reassigning it to the College of Arts and Sciences. The focus of this degree is the area of concentration (students refer to this as their major) and the two complimentary minors. Keeping the USAL major in the College of Ag and Life Sciences, specifically the Department of Agricultural Leadership, Education, and Communication is best for the students and for Texas A&M University. The USAL major, and the instruction and experiences students gain from being in the ALEC department, produce Aggies who embody the RELLIS core values. Respect: Courses offered in ALEC and ALED, as well as high-impact learning experiences and interaction with college leaders, show students that life is a large learning organization. Sometimes you lead, and other times, you follow but all of us must work toward the idea of the common good. USAL students learn how to respectfully engage with their peers, professors, college faculty and staff when opinions differ. Excellence: Students should stay in COALS and ALEC to learn leadership because we ARE the leaders in agriculture. A recent study (Andenaro, 2021) found the ALEC department has the number five leadership program in the nation and is ranked number one in colleges of agriculture and life sciences. As the department who was the first at TAMU to offer leadership theory courses, and have, subsequently, produced thousands of Aggies who credit ALED and USAL as their foundation for excellence in leading organizations, the content experts in leadership are housed in ALEC. Leadership: History has shown that pockets of leadership programs pop up at many levels of TAMU, but the ALEC department is the only one that lasts. Our decades-long history with educating and giving leadership high-impact experiences for our students speaks volumes. ALEC faculty are recognized as experts in the fields of leadership theory, leadership personality and traits, followership, critical thinking, and ethics. These essential leadership skills, found in COALS, give students an advantage once they graduate. Students learn to lead, follow, and work in teams as their curricular and co-curricular activities work together. Loyalty: Some USAL students come into the program wondering why the leadership program is located within the college of ag. After their first course where this is explained, they remain loyal to the program and the college and defend its placement. USAL students learn they are part of something bigger than themselves and work hard to be an ambassador for the program. When a former leadership faculty member passed away this summer, former USAL and ALED students came out in force to celebrate the legacy of Dr. Joe Townsend. They attended his funerals and donated (quite willingly) to the Dr. Joe Leadership Fellows Program to continue the legacy of building strong leaders. Integrity: USAL students learn that the Aggie Code of Honor is not just a statement, it is an ethical way of leading. ALEC and COALS provides opportunities for these students to learn the importance of integrity through their ethics course and activities. Industry leaders are guest speakers in courses and share their experiences with integrity, the battles of integrity, and what happens when an organization loses that credibility. These experiences are unique to the ALEC and COALS student experience. Selfless Service: As a student leader, USAL students learn the important lesson that selfless service is not thinking less of yourself, but thinking about yourself, less. This occurs in our personal leadership development course where personal values are discussed and analyzed and implemented throughout the leadership curriculum. In our ethics course, values-based leadership and altruism are discussed and put into practice.

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I am a professor in the Department of Political Science, and so my comments are directed toward the issue of Academic Realignment. I would like to thank the MGT team, President Banks, and others for the opportunity to provide feedback, and for undertaking such a challenging venture. My comments will address the proposed merger of Political Science with the Bush School. I have, for years, recognized both the mission and the wealth of talent within the Bush School. Having written many, many letters of recommendation for students to enter its various programs, I believe the MGT team under-estimated the extent to which students are aware of the school and its mission. While I agree that the

school and the political science department share some commonalities, I do not believe that there is the degree of overlap that the MGT team noted. There certainly is some; personally I have had working relationships with at least two Bush School scholars. But each of our focus is quite different; policy training is distinct from hands-on empirical research, and the political science department is very much an R1 department, well known and respected in the broader discipline of political science. I believe that at a bare minimum, if merged with the Bush School, that we do so as an autonomous department within that school, in order to best facilitate our recruitment of graduate students (and faculty), and the placement of matriculating PhDs. Do I have specific concerns? In no particular order, I would list them as follows: 1. What will this do to the political science major and curriculum? Would we become a department of "minors" like Georgia Tech (an inappropriate model to follow). 2. How would this merger affect hiring, annual reviews, tenure, post-tenure, etc.? I think I speak for many of my colleagues when I say there is excitement at the possible opportunities this presents, and great concern about the future solidity and reputation of an esteemed department in the larger field of political science. Thank you for the opportunity to provide feedback. [REDACTED]

Re: Recommendation #2: Establish a School of Visual and Performing Arts...As noted below, the Department of HLKN is a strong and appropriate home for Dance Sciences. While there is certainly collaborations between our Dance Instructors and other performing arts, our program is scientifically based (thus, the name Dance Sciences). Most importantly, students in Dance Science often come into this program b/c it is affiliated with Kinesiology and offers opportunities for post-graduate study in PT, OT, etc. The majority of Dance Science majors will not become professional dancers, but will further their careers in movement-related sciences. Alignment with other arts programs will not allow this type of career movement. ++++++ Recommendation #9D: Consolidate HLKN into SPH Executive Summary of my responses: Context: I have been a faculty member for 32 years in Depts of Health/Kinesiology in three different Universities in four different Colleges with seven different Deans, [REDACTED] been a member of a Dean's Search Committee for CEHD in 2014-2015, have been a member of Kinesiology program external review teams (including for one of the examples that MGT Consulting used), and have previously written feasibility/implementation documents for programs in Athletic Training, Physical Therapy, and a Department of Public Health (that became a School of Public Health). In short, YES, HLKN needs to be moved out of CEHD for a wide variety of reasons. Externally conducted program reviews of HLKN said this exact thing in both 2009 and 2015 (these reports are readily available). Additionally, in 2016, only about 25% of HLKN-like programs were housed in Colleges of Education (according to the American Kinesiology Association). The problem is where to put HLKN, especially given its wide-ranging curricular/philosophical base. The School of Public Health (SPH) was suggested as a location for HLKN by the MGT Report. However, SPH is not necessarily the best place (see extensive rationale/justification for this statement below). In particular, despite what the consultants said, there are very few overlaps between HLKN and SPH, with only  $\approx 150$  students out of  $\approx 4000$  in HLKN affected. Additionally, 8 out of 15 of the examples of HLKN being housed in SPH provided by MGT are incorrect and misleading (e.g., the University of Utah's Kinesiology programs are in the College of Health, BUT there is no Public Health in that College; see below for the correct list). While there are some parts of HLKN that are contained in SPH around the country, many units like HLKN are in their own School/College structure (e.g., University of Michigan). Our external program reports in 2009 and 2015 noted this fact and recommended that HLKN be made a School (or a College). Given that HLKN is currently structured - both administratively and financially - as a School, this action would not increase costs and inefficiencies at TAMU, and would align HLKN with similar philosophical and curricular programs in TAMU Health. Further, this action would not cause disruption and possible accreditation issues that putting HLKN - a department with over twice as many faculty and four times as many students as SPH - would cause by inserting them into the SPH. Lastly, making HLKN a School in TAMU Health would not only strengthen TAMU Health, but would align clinical research facilities and entities in HLKN (e.g., Human Clinical Research Facility, Huffines Institute of Sports Medicine and Human Performance, and Thornton-McFerrin Coaching Academy) with partners in TAMU Health. Thus, I would recommend that HLKN be moved under the TAMU Health umbrella and established as an independent School with title to be determined later. Faculty within the HLKN Health Division that want to move to SPH should be allowed to relocate, given that SPH has previously hired several HLKN Health Education Division faculty, while HLKN Health Education faculty who want to stay in HLKN should be allowed that privilege. In summary, moving HLKN as a School under the umbrella of TAMU Health, would strengthen TAMU Health, would cost little, and would maintain the strength of HLKN as well as preventing disruption in SPH. The following text provides rationale and justification for this recommendation which is based on much more solid literature and current practices than the recommendation from MGT (who are not experts in HLKN). ++++++

Rationale/justification for above statements/recommendation: Question 1 - "Should HLKN be moved out of CEHD?" The answer to this question is absolutely 'Yes'. When CEHD was formed  $\approx$  61 years ago, it made sense for HLKN to be added since much of HLKN academic offerings at that time focused on pedagogy (the precursor for HLKN was founded about 20 years earlier than CEHD). Today, very few of HLKN's academic offerings focus on pedagogy (less than 5%). In support of this conclusion – that HLKN should be moved out of CEHD – are the two externally-led program reviews of HLKN in 2009 and 2015. Both reviews' number 1 recommendation was that HLKN be moved out of CEHD, either into a stand-alone college or into a school within a different college. I would point the reviewer to those reports for both extensive justification and rationale for this recommendation, but in particular, note that few collaborative research projects exist between HLKN and the rest of CEHD indicating very little scholarly overlap, and that few of the HLKN academic programs require/suggest coursework from other departments in CEHD. Question 2: "If HLKN should be moved, where should HLKN be moved and in what form?" This is a difficult question for three reasons: 1) HLKN's academic and research programs cover many different disciplines; 2) Nationally, there is no consensus where a unit like HLKN should be placed; and 3) HLKN is a very large academic unit comprised (as of this writing) of four academic divisions, 113 faculty members, and  $\approx$ 4000 students in its academic programs, plus almost 10,000 students/semester served through its PEAP division. In the sections below, where to move HLKN is addressed by first responding to the erroneous justification from MGT Consultants and then considering other potential locations/forms for HLKN (and in a brief manner!) The MGT Report Recommended 'consolidating HLKN into the School of Public Health' with the following rationale (paraphrased): Consultant Point 1: "There is overlap between programs in SPH and HLKN." As noted in the consultant's report, there is an appearance of overlap between some programs in SPH and some in HLKN. There are two issues which provide clarity in this situation: 1) how much overlap exists in the larger context of the student base of the departments?; and 2) why does this overlap exist? 1) How much overlap exists? In reality, very little. It should be recognized that the program that overlaps – primarily Community Health – is a small program in the Division of Health Education in HLKN, comprised of about 150 students (out of a total of 4000 students in the entire HLKN Department). There was some overlap in the undergraduate programs (four courses), but the recent effort to eliminate overlap was largely successful, unlike how the consultant's report described it. Efforts by a HLKN/SPH committee removed the undergraduate overlap and as such, there is virtually no overlap between the SPH's School-wide Bachelor's degree and the Division-wide Bachelor's degree in HLKN. There is overlap in the Community Health programs. This overlap largely exists because SPH hired HLKN faculty to duplicate the HLKN programs. Whereas the Community Health program has existed in HLKN for decades (the department is  $\approx$  82 years old), the overlapping programs in SPH were formed relatively recently when the Health Science Center (HSC) was a separate entity and overlap was not a concern. Further, there are numerous example (Univ of Texas-Austin, and Univ of Florida being two) where significant health programs are in other Colleges with Schools of Public Health in other locations in the University. A point that needs to be emphasized is that just because a program has Health in its title, does not make it a Public Health program. Thus, in summary, there is little overlap in the educational programs between SPH and HLKN, and where overlap exists, it is relatively small and is due to duplicative actions initiated by SPH in recent years. As such, given the size of HLKN, this rationale does not justify moving the whole of HLKN into SPH. Perhaps a small number of faculty and students should move into SPH to remove the Community Health overlap, but not all Health Programs. Alternatively, it would be easier for SPH accreditation-maintenance purposes for HLKN to absorb SPH than vice-versa. Consultant Point 2: "HLKN can charge more money for its offerings if moved into SPH." This argument deals with CIP codes and, certainly superficially, it appears that moving HLKN into SPH would allow for differing CIP codes which would result in the University netting more money for course offerings. However, there are two caveats to this rationale that would negate the consultants' conclusion that moving into SPH would result in more financial resources for HLKN: Caveat 1) In the current financial budgeting model of the University (historical model), HLKN would not receive any increase in funding due to a change in CIP code. IF the University adopted the long-rumored activity budgeting model, HLKN would receive more money from CIP code changes. However, adoption of an activity-based budgeting model has been rumored for at least five years, with no change happening. Thus, at present, it can be assumed that HLKN would not receive more financial support from a CIP code change. Caveat 2) From reading state funding documents, it appears that to qualify for the CIP codes that provide "71% more funding" would require that a large number of HLKN faculty have degrees in Public Health. As it currently stands, of the 113 faculty in HLKN, there are very few (less than 10) that have any degrees in Public Health – in fact there is only one (1) faculty member in any other HLKN Division (other than Health) that has a degree in Public Health. Thus, it does not appear that the large majority of HLKN courses would qualify for different CIP codes to increase funding. (Frankly, given the progressive nature of our past leadership, if changing CIP codes would have increased funding, we

would have done it already.) Consultant Point 3: “This arrangement is done in other Universities (list of 15 pg. 129-130)” The consultants argue that putting HLKN with SPH is common in other Universities and provide 15 Universities they note as Peer Institutions. Several incorrect assumptions are made in the MGT listing, including misclassification of some of the Institutions as our peers, and mis-categorization of several of the programs. Most importantly, the Consultants fail to realize that just because a College/School has “Health” in the title, does not make it a School of Public Health. In fact, of the 15 examples provided, eight of them (53%) do not include Public Health (Oregon State, University of Illinois, University of Utah, Central Oklahoma, Iowa State University, Miami University, University of Nebraska at Omaha, and University of North Dakota were all incorrectly classified). However, the majority of the Universities listed as peer institutions by MGT are, in fact, NOT PEERS (University of North Dakota? Really?). To provide a better sense of where HLKN units are located in our true peer institutions, the location of the Kinesiology/Health Departments in the 64 AAU Universities was pulled from their websites for comparisons. While the full dataset is available if needed, a quick summary shows that departments with some aspect of HLKN are put in many places within the University. Location of Dept (either College or School) Number % of total No Kinesiology program 26 40 Public Health (specifically) 4 6 Education 8 12 Arts and Sciences 8 12 Health 6 9 Kinesiology 5 8 Medicine/Applied Health 5 8 Undetermined 3 5

Additionally, that the same diversity of location exists for Sport Management programs. In a smaller data set of peer institutions (all AAU Universities), Sport Management is located in Education (4), Management (2), Health/Human Performance (2), Arts and Science (1), and School of Kinesiology (1). The diversity of college locations reflects on the diversity of academic study areas within HLKN. More importantly, it can be seen that inserting HLKN into a School/College of Public Health is not the norm for HLKN locations. In summary, there is no justification for inserting HLKN into the SPH. Question 3: So, where should HLKN be moved? There are a variety of places in the University where HLKN could be moved to, where the students could progress with their degree plans and the faculty could continue to be successful. But there are at least two considerations that should be involved in the decision: 1) Where will HLKN have a chance for College/School leadership?; and 2) Where will HLKN be welcomed without major restructuring of the organization’s academic framework? Point 1: Where will HLKN have a chance for College/School leadership? In the last 12 years, HLKN has consistently been denied a seat at the table when it comes to leadership of CEHD. I personally witnessed during the last Dean search (over a 2-year time-period), three qualified candidates (out of five that interviewed) that had HLKN backgrounds and were the number 1- and 2-ranked candidates in the search (remember, the search was conducted twice). These top candidates were skipped over in favor of hiring an Education candidate. Further, when a call recently went out for input on the Interim Dean position in CEHD, in spite of multiple nominations, a Senior HLKN leader – that actually had more leadership experience than any other on the Dean’s staff - was not even given the courtesy of a call or consideration. As such, in the past 12 years, of the seven or eight senior leadership positions in the College (Dean, Assoc. Deans and Dept. Heads), HLKN has held at most only 2 of those spots and more recently – the last three years – had only 1 spot. HLKN makes up over 50% of the faculty of CEHD and almost 60% of the CEHD students, yet, has had only 14-25% of the leadership representation. Thus, it is critical that wherever it is moved, that HLKN has an opportunity for representative leadership in the school/college. Given that the SPH is tied tightly into accreditation standards, these accreditation standards would eliminate HLKN faculty/professionals from holding the Dean’s position in SPH. If HLKN is moved into SPH, we’d find ourselves in the same situation we are in in the CEHD in regards to a lack of leadership opportunities and a lack of representation at the highest level of the School, in spite of being the major entity in the organization. Point 2: Where will HLKN be welcomed without major restructuring? As noted above, HLKN is a large department and has approximately twice the number of faculty in SPH (113 HLKN vs. 60 in SPH) and approximately four times the number of students as SPH (3,975 HLKN vs. 1,180 SPH). Putting HLKN into SPH will be akin to a snake trying to eat a cow. Adding HLKN to a tightly regulated School – with accreditation standards to satisfy – will be difficult to say the least. Additionally, and maybe most importantly, there will be significant costs associated with moving HLKN into the SPH structure. As two examples, contract lengths for faculty in HLKN and SPH are markedly different with all HLKN faculty having 9-month contracts, whereas SPH faculty have longer term contracts (either 10- or 11-months). Additionally, the average salary of SPH faculty is markedly higher than that in HLKN, and this disparity will represent a financial challenge for SPH. Moving HLKN into a larger college, such as Arts and Sciences or Agriculture Life Sciences would be less of a shock to the College System than a move into SPH. While potentially appropriate, and supported by organizational structure at other AAU Universities, unfortunately moving HLKN to Arts and Science or Ag Life Sciences also takes it away from Health-related programs at TAMU, and the tie of the HLKN Clinical Resources to TAMU Health. Lastly, it might be suggested that HLKN be dismembered and its component parts be shipped to different locations. This action would have many ramifications for students, faculty, and history of TAMU.



As noted earlier, HLKN in one form or another, has been on campus for  $\approx 82$  years. During that time, HLKN has developed academic programs related to the health and well-being of our students in numerous ways. Additionally, and most importantly for this report, the Divisions and programs in HLKN are intertwined both academically and financially. Untangling these academic and financial interdependencies will be difficult to say the least. Therefore, in summary, moving HLKN as a whole department into a present School/College can be done, but would be difficult and potentially very costly, leading to my recommendation. Recommendation: Establish a School of HLKN under TAMU Health: One of the suggestions from our program reviews in 2009 and 2015 was to establish HLKN as a School/College. Again, in comparison to our AAU peer institutions, this is not unusual. For example, University of Michigan has a School of Kinesiology, as does the University of Minnesota. The University of Florida, Penn State, University of Utah, and Purdue have Colleges of Health and (something else) where Health and Kinesiology are prominent (without Public Health being involved). In short, setting up HLKN as a School/College would not be an unusual organizational arrangement. Efficiency and cost have been the rationale in the past to not set HLKN up as a College. However, setting HLKN up as a School under the TAMU Health umbrella, would involve little to no additional cost. HLKN is already set up in a School structure, with four divisions and appropriate administrative positions, with robust student bodies and academic programs. Further, moving HLKN under the TAMU Health umbrella as a School would satisfy current academic accreditation requirements we have in our MS in Athletic Training, as well as accreditation requirements on the horizon in Exercise Science areas. Additionally, setting HLKN up as a School under TAMU Health would tie HLKN's Clinical Research resources such as the Human Clinical Research Facility to the health science center and would expand opportunities for other professionals in TAMU Health that they do not presently have. In summary, moving HLKN as a School under the umbrella of TAMU Health, would: a) strengthen TAMU Health; b) would cost little; c) would prevent disruption in SPH; and d) would maintain the strength of HLKN. There may be Health Education faculty that would like to transfer to SPH, but there are also a large number of Health Education faculty whose research and education programs do not fit into the SPH model. Lastly, while there would have to be agreement on an appropriate, inclusive name, the action of creating a School of HLKN in TAMU Health, also would allow SPH to continue to pursue and strengthen its destiny as a Public Health focused educational entity without the costs and distraction of trying to swallow an entity that is many times its size.

Overall, I largely agree with the main findings and observations reported in bold text on the first 5 pages of the document. My main point of disagreement is with the following statement "A coherent, strategic academic organization centralization and targeted realignment of academic units would greatly enhance operations and unit focus." Implicit in this statement is that centralization better facilitates and improves the performance of academic units. Such a statement is not necessarily true, and it follows that recommendations built on such an assumption are not necessarily going to achieve the stated goals of enhancing operations and unit focus. One of the recommendations that stems from the above statement is to merge some existing colleges into a new College of Arts and Sciences. The missions of some of the current Colleges are complementary, but not as neatly aligned as one would expect if the new college were to successfully implement a realignment of focus. The College of Geoscience currently hosts one of the largest federally funded projects in the TAMU system, the International Ocean Discovery Program. It is not clear that the TAMU system would retain IODP if such a merger were to happen. This would have a strong negative financial impact on the University as a whole, and would greatly reduce our standing as a leader in Earth Science. The College of Geoscience has a Vision that includes specific focus on "energy resources, weather and climate variability, natural hazards, geospatial science, and observations of the Earth's systems". These issues are of critical National, Global, and Societal importance. The College of Liberal Arts prepares students with skills in "communication, critical thinking, collaborative and creative problem solving, commitment to diversity, and cultural sensitivity." While such skills are highly valuable and complementary to the mission of the College of Geoscience, they are not tightly linked to the mission of the College of Geoscience. Realigning the foci of these units diminishes both of their potential contributions to the State of Texas, US, and World. Geoscience remains a critical aspect of our current and future success as a civilization. It is the foundation for the exploration and allocation of resources (water, energy, materials), guides our strategy to mitigate negative impacts of climate change, and informs economic and societal issues such as increasing hurricane and weather-related destruction, coastal resiliency and fisheries, and much more. TAMU is unique in the US as one of the few Universities with a College of Geoscience. UT Austin also shares such a designation, but no other University in Texas does. Eliminating the College of Geoscience would allow UT Austin to attain sole position as the State Leader in Geoscience, including all related aspects. TAMU would be unwise to allow this to happen in the midst of climate change, growing water insecurity, and the Energy Transition, as it would relinquish any possibility of becoming a leader on these topics.

The report highlights the need to improve how we train faculty and staff to become leaders, emphasizing the “lack of professional development opportunities along with clear succession planning in the operational units”. As a member of the College of Geoscience, I agree and can attest to the general lack of training currently provided to early career faculty to allow them to assume leadership positions later in their careers. I also see that many leaders within the College could benefit from additional training. Such training would allow them to help the College hone its mission, and more effectively reach our research, teaching, and outreach goals. My recommendation is that the University invest in the structures and academic units that exist, rather than reorganize the structure so that we are more similar to the structures of other institutions. Texas A&M is unique, and should not attempt to follow the lead of others in this instance. As stated in the report, one of the main reasons to pursue this reorganization is to follow other institutions. Don't follow – Lead. Please invest in the current structure. Let's leverage our existing strengths, and achieve a better connection to TAMU G by helping the College of Geoscience realign and better achieve our vision. There is so much potential in this College, if it could be better integrated with IODP and the coastal connection in Galveston. I may be an early career faculty member, but I and many of my early career colleagues have a strong vision and desire to elevate the standing of the College of Geoscience. Help us do that, and help us elevate TAMU.

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Recommendation #1: "Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences" should NOT be instituted because it will weaken the Colleges of Liberal Arts and Geosciences. The College of Geosciences must be maintained as an independent college for several reasons: 1. Federal funding agencies (e.g. NSF, NOAA, NASA, DOE) are pushing for funding "Earth System Science" projects that integrate several of the geoscience fields to pursue research addressing some of the globe's biggest problems including climate change and water resources. TAMU is currently well positioned to obtain large "Earth System Science" grants, including Cooperative Institute funding, because these fields are already integrated within the College of Geoscience, which promotes collaboration across geoscience fields. 2. Geoscience research and training is unique compared to other STEM fields because it requires working in the field to observe and collect data on the Earth System. The College of Geoscience maintains several world renowned field going programs that are critical for recruitment and retention of students (undergrad and grad), faculty, and staff; for promoting diversity, equity, and inclusivity; and bringing in research funding. The College of Geosciences must remain independent to ensure funding for field work is maintained at the college level. 3. Maintaining a College of Geoscience demonstrates to the national and international communities that TAMU values the incredibly important work done within the college and aids in recruiting top students, faculty, and staff. 4. The NSF funded International Ocean Discovery Program (IODP) is housed within the College of Geosciences and totals more than \$350 million over five years, making IODP the largest federal research grant currently managed by Texas A&M. A critical part of negotiations with NSF for maintaining IODP at TAMU is the specific and unique infrastructure, staff, and expertise within the College of Geosciences that are required for running such a large, complicated program. Combining the College of Geosciences with other colleges will significantly weaken TAMU's ability to renew the IODP contract when the current contract ends in 2024. The academic realignment recommendations together appear to focus largely on strengthening the Colleges of Engineering and Agriculture and Life Sciences at the expense of other colleges. Together, these recommendations will take TAMU back in time and limit the scope and impact the university will have on education and research in Texas, nationally, and internationally. TAMU has made great strides in expanding its influence beyond the original foci of the university and reconsolidating back to Engineering and Ag will reduce its national and global standing.

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I have a few comments about the proposed realignment that moves the Department of Political Science into the Bush School. I found the report vague in terms of details about the realignment, so I want to make some suggestions about what I, as a political science professor, would like to see in this situation. 1. Political science should remain an independent department within the Bush School. What I mean by this, is that there should be a Department of Political Science, with its own Ph.D. and undergraduate programs. We are a top 30 department in our field and our mission of research and graduate training is fundamentally different than the professional training that occurs within the two existing Bush School departments. I think it would be a mistake to tamper or abandon our excellent and well-ranked department by merging it into the existing Bush departments. As I understand it, the Bush Dean, the current Bush faculty, and the political science faculty are largely in agreement that maintaining political science as a separate, research-focused department with its own unique Ph.D. program is the best arrangement for all the involved faculty. 2. Including economics as its own separate department in the Bush school also makes sense. Adding political science and economics as two, separate and distinct departments in the Bush School will make the Bush School a top place to both train policymakers (existing departments in Bush) OR student political economy at a top research level (Political Science

and Economics). I think these two parallel missions are complementary and will raise the profile of all involved. 3. A new joint Ph.D. program among political science and economics or among all four proposed departments could be an interesting and fruitful collaboration, but it should not come at the expense of the existing Ph.D. programs in political science and economics. I took this job with the explicit interest in training Ph.D. students in political science, please allow me to continue this part of my job. I love doing it. Overall, I think moving political science into the Bush School is a reasonable change, but only if we maintain the Department of Political Science as a separate department. This independence within the Bush School will allow us to continue our mission of conducting cutting-edge social science research and Ph.D. training. Likewise, I trust the University will support some of its highest-ranked departments by supporting the missions of political science and economics.

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I find it odd if not contradictory that the libraries is being placed under a particular college; in this case the proposed College of Arts and Sciences. The library is a cross disciplinary department on campus that serves every single department, faculty, and student on campus and beyond. To put the library's budget, organization, and priorities in the hands of a dean of another college reduces the impact of the library's ability to help in moving forward the university's mission and goals. The "look" of this makes it appear the libraries would only serve the departments within Arts and Science. The placement of the libraries in a department could cause issues with resource allocations; not only with staffing but with the materials budget which then could affect a college's accreditation and ability to create new programs while sustaining current ones. The moment a questionable decision to move funds that directly impacts non-College of Arts and Science departments, there will be mistrust of how those decisions were made and calls of bias on the new dean's part. To reduce the current dean's position to that of Associate Dean would negatively affect that position's ability to lead, strategically plan, and create opportunities for the library to innovate and lead. The library is a large department with hundreds of staff and faculty. It is a leader in taking risks, innovation, and research/service in its field. It takes a dean's focus to bring this all together and manage/lead this department on a day to day basis. I don't think we'll get that time nor leadership from a Dean of Arts and Sciences whose attention is spread across multiple departments. The libraries needs to remain Switzerland; tied to no single department as it serves the needs of all teaching and research needs of TAMU's faculty and students; no matter what department they reside in. No other peer institution has this type of structure.

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The proposed academic realignments are not bad. What is troubling is that certain things are being proposed without any knowledge of the history behind past actions that explain the dearth of certain academic programs like journalism, music, and theatre. But this is where the working groups and implementation groups will be critically important. I would recommend in the strongest terms caution and deliberation as we work through things. The College of Arts and Sciences is an attractive idea. It just needs to be done correctly and this may take time: 1.5 to 3 years for full implementation. Here is my recommendation: Name in spring an acting dean of the Arts and Sciences, who would form an advisory group to help her/him to create the college over spring 2022 through summer 2023. (A shell college in essence, with the acting dean working on bylaws, tenure and promotion, annual review guidelines, administrative structures, support offices, etc.) This person would be one year only and would oversee the search for a permanent dean, who would begin in fall 2023. Keep the existing colleges as they are at the minimum through the fall 2022 semester so as to get through tenure and promotion. Begin transitioning in spring 2023. In the new Arts and Sciences College, four divisions: Arts and Humanities (with Visualization), Social Sciences (with Geography), Natural Sciences and Mathematics, Geosciences; along with University Libraries, although I would prefer it to be housed under the provost to make clear to the academic community that the libraries are a university entity. A department of Library Science could certainly be housed in the college. The shell college and acting dean may actually take a little longer, and a start-up date may be fall 2024. But much better to do it right the first time.

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The business of running a University Libraries that serves every academic unit in a University would be impeded by also running a School of Library Science. There are no Schools of Library Science, that I am aware of, that are housed within the University Libraries (or vice versa). They are always separate units. And a Bachelor of Library Science is an ineffective degree - the science of library and information sciences is made most effective through background disciplinary knowledge that librarians bring to their career. No job calls for a Bachelor of Library Science, so the creation of such a degree would be a disservice to the students who sought it. Housing a University Libraries within any College would negatively affect its ability to serve the other Colleges. This organizational structure would necessitate de-centralizing library services to the Medical Sciences and Business, who already have a library facility serving them which is run by the University Libraries. To effectively serve those disciplines, the facilities should break away from the Arts and Sciences. Should the University Libraries, as a whole, be transferred to Arts and Sciences, those libraries would not function well.

Likewise the vital services that our many Engineering and Agri-Life colleagues receive from the currently independent University Libraries would suffer if those services were delivered through the filter of Arts and Sciences authority. They do not have library facilities that could de-centralize to serve them, so service to those disciplines would likely suffer greatly. Libraries provide research-based instruction on extra-curricular research skills, lifting up the quality of research, student success, and output of any University. Faculty librarians conduct research that increases the understanding and effectiveness of our services to the University and our profession, and we serve our University and our profession by leading in high quality high impact ways. Libraries must remain centralized discipline-independent entities that can serve the entire University. Should a Library School be desired, please take a look into the incredibly costly mistakes made recently in the failed attempt at Texas Tech to do the exact same thing MGT proposed here (that is, trying to launch a library school within the library, during a time of great organizational change).

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1. In general, the idea that academic realignment should be directed from the top down is anathema to the long-standing principle that the faculty govern and control curriculum. While it is possible that there might be some realignments possible, this approach to mandating that realignment flies in the face of how academia differs in important and worthwhile ways from the corporate world. 2. The notion that a program like Viz will be just as successful if it is moved whole-cloth to another college with different priorities and different academic needs is untenable. And the notion that by creating a new department of journalism that trust in the news will improve is naïve. Journalism schools are struggling particular as media are rapidly changing. Jumping into this world without a clear understanding of what resources will then be taken away from successful programs here at TAMU makes no sense. 3. The Biomedical Sciences major is not a biology program, and it should be housed in a college that understands health professions, in which the CVMBS has a long history. It is NOT confusing for students who know their careers are in the health professions, as evidenced by the number of students who matriculate every year. In fact, it is a major pipeline for medical and other health professions programs in the state of Texas. Using a successful program to bolster a less successful one (Biology) is counterproductive and will without a doubt dilute the success of the BIMS program. In addition, it is an integral part of the College of Veterinary Medicine and Biomedical Sciences, such that taking it out of the college will threaten the success of one of the highest ranked Doctor of Veterinary Medicine programs in the country and a highly successful research endeavor. Many faculty in the CVMBS are integral parts of undergraduate AND graduate AND professional education and pedagogy as well as research activities. Taking away one of the pillars of the college's success looks like a move designed to make the college become less successful, and the notion that the CVMBS is only focused on graduate education and small animal care is inaccurate and underscores the lack of understanding of what the college does and how important all the parts are to the whole. 4. The recommendations about moving the libraries into a new college will not result in the successes predicted in the report for a number of reasons. As an example, librarians are embedded in the DVM curriculum, and it cannot absorb any more for-credit courses – the proposed solution of adding for-credit library courses from a new department of library science cannot be implemented in the lock-step professional curricula. I foresee that this move will lead to LESS teaching of the needed skills, and we cannot eliminate what they teach, because what the librarians from MSL teach supports DVM competencies at the program level, and these competencies are assessed by those professional program accreditors (which are completely separate from other university-level accreditations and which are required for TAMU to graduate veterinarians who can be licensed anywhere). I also foresee that moving the libraries to a new college and taking away their administrative power will lead to a lack of understanding of the needs, and will result in the Dean of the College of Arts and Sciences making decisions about what resources our faculty will have available with no understanding of what our needs are. Instead, I believe that any changes to the libraries should be studied and analyzed much more deeply before any decisions are made, since the consequences are likely to be much farther-reaching than can be predicted. In addition, there is no need for another library school for the state of Texas, which means that any such school is likely to fail and then be shuttered, leaving the libraries high and dry and NOT available to support our faculty and students.

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It makes very good sense to move Visualization out of Architecture. Their original mandate was to visualize buildings and landscapes in collaboration with architecture and landscape architecture. However, they have moved (very successfully) in a different direction and no longer fit in Architecture. It also makes good sense to move Construction Science into Engineering. The Landscape Architecture programs are consistently in the top 10 in the country, and it would be good to raise the status of the architecture programs as well.

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Why so little discussion of either Engineering or Agriculture? Why not break them up into more manageable sizes that focus on "core missions"? Why no discussion of the continued harm to the University to have the agencies tied to particular colleges? Why no discussion of the waste of resources on the acquisition of a relatively unrecognized Law

School or the renovation of the football stadium? This was not a deep look into creative ways to realign the units of the University in a manner that would allow TAMU to lead the Nation; rather it was a disingenuous review, the result of which will be to continue to centralize TAMU in a manner that would allow it to more easily controlled by the BOR and the Chancellor. To ensure that we will continue to follow on every front. Bigger is not better. Better is better. The suggestions regarding the College of Architecture are a case in point. The college is poised, after much discussion, to change its name to more accurately reflect what it has been for at least two decades (e.g., College of Built Environments, College of Constructed Environments, etc.). Its value is in its unique amalgam of disciplines. To recommend the removal of Construction Science to Engineering and Visualization to the College of Arts and Sciences reflects a remarkably shallow understanding of either the College in particular or the profession of Architecture generally. Its core mission is the creation and study of habitable human environments, built, virtual and natural. Finally, to suggest that the University has invested significantly in the College over the years yet has seen no increase in its rankings is ridiculous. There was a modest investment in late 80's that created the Viz Lab and a less than modest investment in late 90's. Everything since then has been dribs and drabs. And the System/University has continually postponed the hiring the new Dean for about 5 years, effectively hobbling further innovation.

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- With the to-be-created Institute of Biological Life Sciences being housed within AgriLife, how will the strong ties between the College of Veterinary Medicine and the TAMU Health Sciences function? For example, many Biomedical Sciences (BIMS) students are attracted to the pre-medical aspect of the BIMS degree program and would not consider themselves AgriLife/agriculture-oriented students. [MGT Report: Recommendation #5, pgs. 30-31]
- how do you envision the proposed placement of the Biomedical Sciences Undergraduate Program and the Department of Biology being more successful through the to-be-created Institute of Biological Life Sciences, and then primarily housing that Institute within AgriLife than within Texas A&M Health? [MGT Report: Academic Realignment Recommendation #5, pgs. 30-31]
- Where will faculty who teach in the Undergraduate program be adloc'd, paid, and officed? [MGT Report: Academic Realignment Recommendation #5, pgs. 30-31]
- How will we assign faculty who teach in the Undergraduate BIMS programs in addition to the DVM professional program? Where will they be adloc'd, paid, and officed? Will there be joint appointments? [MGT Report: Academic Realignment Recommendation #8 & 9b, pgs. 30-31]
- Will the salaries for faculty or portions of faculty who are no longer teaching in the CVMBS, salaries of Undergraduate BIMS advisors and administrators, and undergraduate student fees/differential tuition relocate with the Undergraduate BIMS programs? [MGT Report: Faculty Affairs Recommendation #1, pgs. 17-18; Academic Realignment Recommendation #5, pgs. 30-31]
- Where will Undergraduate BIMS advisors and administrators be officed? [MGT Report: Provost Office Recommendation #2, pgs. 14-15; Academic Realignment Recommendation #5, pgs. 30-31]
- How will VBEC classrooms be scheduled? As they are now? [MGT Facilities Recommendation #1, pg. 50]
- If all of the CVMBS research runs through AgriLife Research, will the TAMU VPR continue to provide support for CVMBS faculty? Or will all support outside of the CVMBS come from AgriLife Research? [MGT Report: Finance and Business Administration Recommendations #4 & 5, pgs. 63-64]
- Will we need to drop the "& Biomedical Sciences" from the name of the college? [MGT Academic Realignment Recommendation #9b, pgs. 36-37]
- Our college already has an IT direct reporting line to University IT (Kris Guye as Executive Director of CVMBS Information Technology & Assistant Chief Information Officer) so how will that position and the college IT unit function moving forward and where will they be housed? [MGT Information Technology Recommendations #1-2, pgs. 72-74]
- Where will the college facilities team be re-located with the restructure of University Facilities Management? [MGT Facilities Recommendation #1, pgs. 50-51]
- Is there a timeline for implementing changes proposed in the management report?
- - We have a diverse research portfolio in the CVMBS (supported by foundations, NIH, USDA, NSF, DoD, NIEHS more NIH T32s than other colleges, etc.), so there is concern with routing all proposals through AgriLife as some research is pretty far from the AgriLife core mission. Will this polarization of indirects impact our relationship with the Division of Research, whose support we require for comparative medicine, research development, core support, research administration, startups, and so much more?

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One of the recommendations here is to combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. Combined with the recommendation of moving Biological Sciences primarily to AgriLife, this will constitute a major change with far-reaching impacts. Such a major decision should involve discussions with all relevant stakeholders, and should not be based on the recommendation of an external firm with limited knowledge about the traditions of Texas A&M and the inter-connectedness of the different programs. No clear rationale for merging the three colleges is provided in the report other than a vague promise of cost-cutting. A proper cost-benefit analysis for recommending such a major change is entirely missing. It is mentioned that some of the peer institutes use this combined model, but it is not made clear if they always had that model or if such a merger took

place in the recent past. This is an important question in my opinion: are there recent precedences of such a major overhaul among the peer institutes or beyond? A large number of the service courses offered by the department of statistics primarily involve students from Bio Sciences. Moving Bio Sciences to a different college would significantly affect differential tuitions, and has the potential for a huge adverse effect. There is no related discussion to be found in the report. While I am not a biologist, it seems really strange to find a separate home for Bio Sciences than the college of science.

The ideas of finding a new home for construction science and visualization are intriguing. Though there is great potential in these particular programs being housed in engineering, perhaps if they had started in engineering originally, the report might have suggested building stronger collaborations with architecture. The synergies for these programs between colleges is a strength. However multiple logistics need to be considered in the realigning of resources, faculty, facilities, class offerings, course assessment means and methods, collection of student work, ensuring employment opportunities, etc. If there is unilateral support from architecture to suggest these programs have the greatest potential for growth and strength by moving to engineering, maintaining multidisciplinary collaborations, and ensuring credit is given to those who were instrumental in establishing these programs will be an important step towards successful implementation. On another note, the Construction Science industry has been a vocal, and financially supportive network. Their loyalty has been tested over time and can be most directly witnessed in at the COSI job fair, one of the largest, most impressive collection of multinational companies eager to hire Aggies. Thought and deliberation will need to be given to ensure these important lifelines are maintained and cultivated. Construction courses are taken by multiple programs and thus, regardless of where the program is housed, thought will need to be given to how the program and its faculty can help to support the ongoing accreditation assessment requirements for subsets of students required to meet Student Outcomes specific to ABET and to other accrediting bodies.

I am a faculty in the College of Science. I do not want to see Liberal Arts and Science merged into one college. There is nothing in the MGT report that justifies this organizational change. "Other universities are doing it" and "the resulting college will be big" are not valid reasons. Yes, TAMU is distinctive in not having a College of Arts and Sciences, but distinctive in a good way. When I decided to come here, a College of Science operating as its own entity was definitely a positive factor. The organization is effective as it is: our deans are close enough of our disciplines to be understanding of the research endeavors of almost every faculty --- as a result, they are in a position to make informed strategic decisions. I also believe that this organizational change will weaken Science at TAMU. Thus, I do not see the advantage of a College of Arts and Sciences to attract students: in all likelihood, students interested in liberal arts will prefer UT Austin, and, if TAMU Science is weakened, students interested in sciences will also prefer UT Austin (who incidentally have a separate College of Natural Sciences).

This study has been long overdue. It is too ambitious and is being rushed. It lacks a sensitivity to the students and faculty and staff. It is much too grandiose and will further centralize too much power in one place. It is out of touch with the students and faculty.

There are many elements in the MGT Plan that are constructive and others perhaps not, but I will focus only on Recommendation #1 of Academic Realignment: merging the Colleges of Geosciences, Liberal Arts, and Science. I fail to see the logic in combining Geoscience, Liberal Arts, and Science. The motivation - balance the numbers - is weak and does nothing to improve the stature of the programs. The plan basically distills the sum of human knowledge down to health sciences, agriculture, engineering, and everything else. Except for the addition of Health Sciences, the optics are that Texas A&M is going back to 1876, when the school was A and M and service courses. If this is plain to me, it will also be clear to potential students and faculty recruits. While folding Geoscience into Science and Liberal Arts has administrative advantages, the disadvantages outweigh the advantages. Below I discuss my concerns regarding the proposed merger. Development. Putting the College of Geosciences into a College of Arts and Sciences dilutes and diffuses pursuit of donations from geoscientists in the oil industry. People like the late Dudley Hughes have deep ties to Department of Geology and Geophysics and the College of Geosciences. A dean who is an Earth scientist has a cultural advantage in soliciting funds compared with a Dean who is a sociologist. While an associate dean or department head could interface with donors, they do not have the same clout. We have been told that the biggest donors have been approached for buy-in, but I would not be surprised if most of the donors to the College of Geoscience are against combining the three colleges. Collaboration. There is a much collaboration within the College of Geosciences. We have several interdepartmental facilities including the Stable isotope Geosciences Facility, the Williams Radiogenic Isotope Geosciences Facility, and the Center for Atmospheric Chemistry and the Environment. Furthermore, the college creates opportunities for interaction - committees, meetings, and College-sponsored programs (e.g., Environmental Programs) -

that often lead to research proposals. For example, I have written several successful proposals with faculty members in Oceanography (I am in Geology and Geophysics) that has brought over a million dollars to TAMU. IODP. The Dean of the College of Geosciences is the administrative head of IODP. With the formation of the College of Arts and Sciences, who will be the administrative head of IODP? NSF and especially the scientific community would not accept anyone but an Earth scientist in that role. This action might provide an opening for our competitors to wrestle IODP away from TAMU. How will a merger address problems of recruitment (faculty, graduate students, undergraduate students)? The GMT Report touts the increased stature of a College of Arts and Sciences based on its size (Rationale #1). If size were prestigious, TAMU would be among the three top universities in the country, but as we all know, size is counter to prestige, giving the impression that numbers are more important than quality. To be honest, Rationale #1 is an insult to our intelligence. Perhaps it will benefit Liberal Arts, but it will just dilute the prestige of the sciences. Proposals: 1) Expand the Colleges of Liberal Arts, Sciences, and Geosciences. If balance is the goal, move some departments out of CLEN and COALS and into COLA, COSC, and CLGS. For example, Ocean Engineering could move to CLGS, and Ecology and Conservation Biology, and Biochemistry and Biophysics, could move to CLSC. 2) My second proposal, a more serious one, is to maintain the coherency of the College of Geosciences by establishing a School of Earth and Environmental Sciences. The name change is deliberate, an effort to distinguish ourselves from the Jackson School of Geosciences at UT. This action has several advantages. First, it would maintain TAMU's reputation as a destination for Earth Science research and education. In 2019, we were #1 nationally in Earth Science graduates. Unfortunately, being #1 in quantity is not the same as #1 in quality. Second, it would provide an administrative home for IODP. And third, if handled correctly, it would provide a unique naming opportunity that would provide the funds needed to truly make TAMU preeminent in the Earth sciences. A pitch could be made that this is an opportunity to "save" the College of Geosciences and provide a counterpoint to UT's Jackson School. Think big! I am not against change when justified and managed correctly, but we do not want to make changes that degrade the quality and competitiveness of the institution. I hope that will not be the case.

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The idea of merging Political Science with the Bush School doesn't make sense. The Political Science Department is highly ranked nationally and internationally in every reputational report, including a very recent one that ranked it number 13 in the world. If the proposed merger occurs, many highly qualified faculty will move on and it will become difficult to recruit new faculty members of similar ability. So please give this proposal serious reconsideration.

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I had no problems with the merger of Geosciences, Science and Liberal Arts. Although it wasn't mentioned, it should make research collaboration and teaching across those former colleges easier (for instance, Environmental Studies/climate change of interest to all those colleges). I was concerned about the Performance Studies proposal, since that was explicitly designed not to follow a "conservatory model", but overall boosting theater and performance on campus is a great idea. It seems very awkward to merge Political science back with the Bush School. I also was concerned that Education and Architecture were significantly weakened under these proposals. From what I understand, the Health Sciences needs a lot of realignment to bring it into organizationally into line with TAMU; so these proposals seem like a good idea.

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What is a School? Since the new School of Visual and Performing Arts will be in the new College of Arts and Sciences, a School isn't a College. What does a School do (besides add bureaucracy)? Moving Construction Science to the College of Engineering will work for the faculty in that department, but will radically alter the undergraduate population of that department. Currently students in Con.Sci. take Math at a lower level than engineering students. Students who don't feel comfortable with engineering math will lose the possibility of this major. Also, Con.Sci. students will now have to take programming and chemistry as part of the common first year in engineering, requiring a shift of 6 credit hours in the degree plan (eliminating upper level courses.) If it is decided Con.Sci. doesn't have to participate in the common first year of engineering, then other engineering departments will also want to opt out. And students will ask why they can't go directly to a major. This would be a mess.

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As a faculty members of almost 20 years in Geosciences, the proposed realignment will directly change the day-to-day operations of the next 20 years of my career. Overall I support the framework for structural change as it opens new opportunity for the university. My concerns are only with the implementation processes and final configuration and operational integration. I will comment, of course, first on the closure of Geosciences, and then comment on the other proposed changes. 1) Creation of College of Arts and Sciences: I support the closure of the College of Geosciences and the integration into a larger College of Arts and Sciences for the reasons outlined in the report. Our university suffers from silo-ing effects; and in an era of collaborative, interdisciplinary, and convergence science, we NEED to have faculty similarly housed to institutionally support the collaboration in teaching and research. Geosciences offers a good

model for how small colleges operate efficiently -- the business services and centralized advising and academic affairs are run professionally and efficiently. I hope that it can be a model for the new College of Arts and Sciences. I DO NOT support, under any circumstances, the creation of a new Department of Geosciences or a School of Geosciences that is composed of all the current units. The housing of these units in Geosciences is historical, reflecting more institutional path dependencies than intellectual cohesion. Perhaps it would be advisable to integrate Atmospheric science, G&G, and Oceanography into an Earth Sciences Department but as I will outline below there is an opportunity to integrate the Department of Geography into a more effective and larger unit in the new College of Arts and Sciences. 2) I support the proposal to create a School of Performing and Visual Arts and Department of Journalism as described in the report. But this brings up the issue of the two departments left in the College of Architecture. Here is an opportunity that the report seems to miss. Rather than keep a very small College of Architecture, which seems to counter the efficiencies that are gained by creating a large College of Letters and Science, the university would benefit from the following: a) Close the College of Architecture. b) Move the Department of Architecture into the new College of Arts and Science; merge faculty in landscape architecture in the Department of Architecture c) Merge the remaining Urban Planning/Hazards Center faculty with the Department of Geography to create a Department of Geographical Sciences and Urban Planning. These units have had increasingly overlapping students, teaching and research yet as different units, it leads to competition not collaboration in many instances. This is a logical move because it is not uncommon to have urban planning and geography in the same unit (eg. see Arizona State University [<https://sgsup.asu.edu/>]; University of Toronto) and it would be unique to any flagship university in Texas. The teaching and research synergies and efficiencies would create a large department on par with the other sized units merging into the CAS, provide coordinated programs that will benefit students who can draw on unified programs, particularly in geographical information sciences (GIS), and environmental, hazards, and sustainability programs (which are all currently in geography AND urban planning). If this realignment was implemented, the research synergies will offer new opportunities and better coordination for student offerings, AND support external research proposals that are currently more difficult to develop as faculty are across units. 3) Bush School and Political Science integration. I do not support the removal of one department to the Bush School if the creation of College of Arts and Sciences would be implemented. Policy studies is not political science. I think this would effectively dilute the existing strengths of political science, create attrition of good faculty, and undermine the precise objectives of the creation of a College of Arts and Sciences. That is, if the university is to consolidate and create a CAS then do it, and don't remove a critical and foundational discipline like Political Science. Of all the suggestions, this one is the most ill advised, odd recommendation, and contrary to the overall logic of the report. Moreover, the rationale seems odd as it was asserted rather than well argued that there is a real need to make this change, and I am still unclear why the Bush School needs elevation even after reading the report. 3) No comment on changes in life sciences. 4) The explanation and reason for merging University Libraries does not fully justify the change. IUL supports the entire university and therefore, to be housed in one college seems to counter the idea of centralization. Therefore, I would not support this radical shift. 5) No comment on proposed changes to medical sciences and vet med. 6) University studies to new CLS makes sense within the overall logic of the proposal. I strongly believe it will help with the "major change" issue and support the new College to enhance offerings for interdisciplinary opportunities within this framework. IMPLEMENTATION The report does not address the important details of implementation, particularly of the academic realignment. In the next stage of change, it would be critical for the Office of the President to lay out the pathway to change -- what are the mechanisms of integration, dissolution, harmonization and conflict resolution that will necessarily be part of the process. In addition, is the university willing to invest in consultants to support the needed support of faculty and staff to make these shifts. Institutional culture change is hard, and often, best served by the thoughtful and careful intervention and guidance of consultants expert in these shifts. With the creation of a new College structure and integration of other units, it is necessary to pull invest financial resources so support any transition to make it smooth. TAMU will need to have a team (plus external consultants) to manage carefully faculty and staff talent - because in the end, this kind of disruption runs the risk of bleeding human resources. That is, TAMU will run a high risk of losing the best talent and losing all the resources invested in that top performers thus far. We would be poorer for it. Even if it could be built back, that would potentially take years.

Combining the Colleges of LBAR, Science, and Geoscience holds a great deal of promise for all three. Departments in the sciences are less effective at communicating their mission and successes to multiple stakeholders than one would like. This is partly structural—neither has a system that is similar to the (admittedly incoherently structured) Engineering Communication department in the College of ENGR—but it also results from limited resources for these tasks. During



the Young administration LBAR became the center of “wokeness”, largely abandoning the Renaissance/liberal ideal of bringing multiple perspective to bear on social/cultural/political issues. Emblematic is the previous dean’s decision to appropriate the “Aggie Agora” project, which provided multiple perspectives in a public venue, and summarily eliminate it. As a result, of this shift, conservative and moderate students (and those interested in “fair and balanced” analysis), especially in required Core Curriculum have become afraid to speak out, much less become engaged/involved in discussions. Junior faculty have felt strong pressure to alter their research trajectories, project designs, and data analyses to conform to the dominant ideology. Combining LBAR with field that are committed to discovery more than ideology, and data more than conformity, will not eliminate these abuses, but it might moderate them. Re-creating a Department of Journalism within the College of Arts and Sciences is a curious suggestion. The report provides no indication that the consultants are aware of the rationale that President Gates used when he decided to eliminate JOUR, the existence of similar programs in other parts of the university (in the College of AgLife at the undergraduate level and the College of Vet Medicine at the Master’s level), or the massive costs that would be incurred in trying to match the program at UT-Austin (the only rationale offered in the report). The UT program currently has 10 JOUR tenured and tenure-line faculty with PhDs (A&M’s has none); 8-10 faculty who do not have PhDs but who have significant publication records in academic journals (A&M has none); and a significant number of people in positions that we would label “Professors of Practice.” Moreover, its electronic media program (an area specifically mentioned by the consultants) has state-of-the art technology, costing millions, which is updated regularly, at comparable costs. This also is true of JOUR programs in our peer institutions—Missouri, North Carolina-Chapel Hill, for example—and aspirational programs—Northwestern, Penn, USC, UCLA. Without a massive infusion of funds, A&M JOUR might come to equal programs at Sam Houston, TX State, or NTSU, but not major research institutions.

Thank you for the opportunity to offer feedback regarding the recommendations offered in MGT Consulting's report dated October 19, 2021. I am a Former Student and part-time faculty member. I teach for the College of Architecture (COA) Department of Construction Science (COSC). I have a Master's of Education in Instructional Technology and I am the VP of Business Development and part of the senior leadership team for a large construction firm in Houston, TX. Since the majority of my time is spent in professional practice, I bring a different lens than some of my faculty colleagues that have spent their entire career in academia. Regarding Recommendation and Rationale #9a: I find it a bit harsh to refer to the University Studies students as, "...do not have the qualifications or interest to enroll in a College degree program..." and the inference that these students would be a distraction to a College's mission. From my experience, some of my past and present USAR students were predominantly transfer students. They wanted to get into a particular COA program, but for some reason when they transferred in - there wasn't room, so they were advised by their assigned advisor to go USAR until their desired program had an opening. I would assume that would be the case across all of the University's 18 colleges. Due to that fact, I don't think it would be wise to dump all of those students into one University Studies pool. Regarding Recommendation and Rationale #9c: I'll admit it - as someone who teaches for the COA Department of Construction Science and someone who is employed by a large construction firm - I am extremely proud to be a tiny part of the #1 Construction Science program in the nation. My practical mind can't help but think, "If it's not broke...don't fix it." It would be a detriment to change something that is so successful and on the track to become even more successful. My main concerns about moving COSC to the College of Engineering (COE) are as follows: - DEI - currently 24% of COSC's students are 1st generation college students. Many of those students speak Spanish at home with their families. As you know, there are many demands and pressures that come from being a 1st generation student. If COSC moves to COE, it may give potential COSC students the impression that our program is too hard. We need our Spanish speaking COSC students to make it to professional practice. There is a huge need for HUB (Historically Underutilized Business) contractors, as well as a huge need for Spanish speaking professionals out in the field. - Increase in Rigor - 1st generation students aren't the only ones that worry about rigor. Several of my past and current COSC students have transferred into the COA program due to the fact they couldn't meet the academic demands of Civil Engineering. - Increase in Tuition - COE's tuition is higher than COA's tuition. This will be another issue that will deter potential COSC students, especially those 1st generation students that find it daunting to pay COA tuition rates. - Interdisciplinary Learning - the trend for interdisciplinary collaboration in the A/E/C industry is huge and much needed. Removing COSC from COA will hinder students ability to cross pollinate in class. There are many industry professional studies that have been published that prove that when there is a high level of collaboration between architects and general contractors, projects are much more successful: projects are finished on time and even early; less change orders are generated; and the Owner gets a better design and better performing building. Apart from those concerns, do I think COSC could be successful if moved to COE? Perhaps, if allowed to continue to operate under its current structure

that makes the Department and program so successful. The things that make COSC so successful are the following: - Current Leadership - Dr. Patrick Suermann has provided excellent leadership. He has assembled a leadership team and faculty that continually strives to maintain and exceed expectations, but most importantly helps build and support successful COSC graduates that will continue to give back to their University and continue to improve the Construction industry. - COSC's Construction Industry Advisory Council (CIAC) - not only provides financial support, industry intel, and robust recruiting and support of our COSC students. - COSC's Curriculum - our curriculum is the right mix of theory and hands on/applicable knowledge. Far and away, TAMU COSC students are more prepared for industry day one after graduation. - COSC's Faculty - COSC employs several APT professors that bring years of successful real-world experience into their instruction. The ability of COSC students to learn from those that have applicable knowledge is invaluable. These faculty members are providing a huge value and enrichment to the COSC student's education. Thank you again for the opportunity to share feedback. I want nothing but the best for our University. I feel confident that you and your team will consider all feedback offered and act in the best interest of our beloved University as we continue to strive for academic excellence and carrying on the Spirit of Aggieland.

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I don't really see how putting the Bush School as part of the political science department makes sense. It was once part of the political science department and split off for a reason. The report seems to focus on the MPIA department, ignoring MPSA, and on the political science professors, ignoring the economists, non-profit, and management professors. It is true that some economics and political science departments are PART of either a university's business school or policy school (Georgia State, for example), but it is really unusual to have a policy school be a subset of a political science department. If they'd suggested that both economics and political science become part of the Bush school instead of part of liberal arts that would have made more sense to me, though I'm not sure that those departments would approve of such a move.

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I am somewhat neutral with regards to the merging of the colleges of Science, Liberal Arts and Geosciences. In principle, if done right, this could create a very strong college. However, some colleagues in such colleges have expressed strong concerns and worry about the merger. I think that the establishment of a School of Visual and Performing Arts is a right move and it would make TAMU a more complete university. Personally, I LOVE the concept of STEAM (Science, Technology, Engineering, Arts, and Mathematics) as a new identity for TAMU and I hope that this becomes a major theme in the future. I also agree with the suggestion to merge the Bush School with Political Science and expand its reach to UG education. I agree that the Bush School can (and should!) become a leader in the nation. While I am neutral-to-supportive with regards to many recommendations for merging departments, programs, colleges, I am completely opposed to dismissing faculty because of this merger. Tenure should be protected and consideration should also be given to non-tenure track faculty.

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It would be preferable if the College of Geosciences was converted into a "School of Geosciences" when it was merged into the College of Science and Liberal Arts. We should also take the opportunity to re-think the title of the school. Perhaps School of the Environment or School of Climate and the Environment would better represent what we actually do.

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1) Creating an Arts and Science College is a good idea as it is done in many universities. 2) Establishing a school of visual and performing arts is an excellent idea as it will add the much needed culture and diversity hopefully, the student population will match the State of Texas demographics. 3) Establishing a teaching institute to unify teaching in the life sciences is probably ok, but this teaching institute and Department of Biology is best housed in the Arts and Sciences for several reasons - a) Biology teaches the life science portion of the first year curriculum to all life science majors [biology and bims make up 69% of the majors and all other life sciences put together in agriculture college make up 31%] b) Both Biology and BIMS curriculum consists of all general science courses (biology, chemistry, math, stats and physics) in the first year and not agriculture courses; c) Biology also runs a very successful BioFirst program geared towards helping first generation biology majors who are enrolled in the first year science courses in cohorts by working with Math, Stat and Chemistry departments. This cohort scheduling will be impossible to keep up if biology is removed from Science. The success of this program with data (not cherry picked) is available for everyone to see ; d) Biology's achievements in the past few years has been outstanding given the scarce resources and investment made by the upper administration. With the limited faculty and staff here is a long list of achievement - i) Fail rate (DFQW) in BIOL 111 reduced from 40.7% in 2015 to 11.2% in 2020. ii) First year retention of Biology majors at university for same time points increased from 83.9% to 95.9%. iii) Number of BS/BA degrees awarded on upward trajectory (207 in 2018-19 to 292 in 2020-21). iv) Graduation of 1st gen students is on the upward trajectory as well (53 in 2018-19 to 95 in 2020-21). iv) Number of UG majors increased 57% since 2016 (from 1238 to current 1942). v) Biology also brought in >20 mill \$ in research dollars

in 2021 alone. Unfortunately, none of the real numbers were captured in the report which is an enigma in itself. Real scientists do not support perception or cherry-picked science. The department has been on the upward trajectory (numbers speak for themselves - both in research and teaching dollars the department brings) and dissolving it now or placing it under college of agriculture will not only create more chaos, but loss in faculty and more importantly revenue - which I am sure is the driving force here.

I concur with recommendations #1-3 and #5-9. However, for recommendation #4, I believe it would be more effective (particularly in relation to recommendation #1) to consolidate the Bush School into the new Arts and Sciences College. Ultimately, the Department of Political Science should remain in an Arts and Sciences College. I concur with all other recommendations.

My name is [REDACTED], I am a tenured Professor in the Department of History, and I am happy for my thoughts to go on record and be identified with me. I inherently like the combination of Liberal Arts and Sciences. It is a common combination in universities around the world for good reasons. These are disciplines that have a great deal to learn from each other, work well in combination, and, together, can better serve the goals of the more professionally-orientated colleges, such as Engineering and Business to create well-rounded, critical-thinking graduates. I have heard stated on many occasions that an engineering degree is becoming the liberal arts education of the twenty-first century. This cannot happen at Texas A&M, however, unless liberal arts is better-integrated into the university. Combining the colleges of Liberal Arts and Sciences is a potentially viable path forward, not least because together they account for the vast majority of core curriculum and foundational courses for students across the university. My own experiences, both as a faculty member and [REDACTED], and more recently as a teaching fellow for inclusive excellence with the Center for Teaching Excellence (in which almost all of the other fellows are from STEM fields), have continually taught me how much humanities faculty members can learn from STEM education. STEM fields seem more attuned to the value of taking risks--learning as much from failures as from successes. The humanities, which are extremely risk-averse by comparison, would benefit from greater exposure to this mindset. I know have benefited enormously as both a teacher and researcher. Moving POLS and potentially ECON to the Bush School strike me as a sensible move. They long shared the same building, and students would benefit from the combination of the resources and leadership. I am lesser familiar with Biology's situation but I admit to having been long baffled by the number of different departments that teach biology on our campus. My concerns are for potential half-measures in any organization. Combining the two colleges, pulling bio, POLS, and ECON, and then stopping there could leave the new college as little more than a husk of its former selves. However, making those changes but adding visual and performing arts as described in the proposal would enable the new college to blossom.

I have concerns about the proposed movement of the Biomedical Sciences program out of the College of Veterinary Medicine & Biomedical Sciences. 1) Our college has faculty that teach at the undergraduate, professional, and graduate levels. Some teach at two levels and some at all three. Where will the undergraduate classes be taught under this new arrangement? This will potentially create logistical problems if faculty have to teach in two different locations on opposite sides of the campus. 2) Our college is highly invested in a Biomedical Sciences graduate program completely separate from the professional veterinary program. What happens to it? 3) How would this new Institute of Biological Life Sciences be administered?

My comments are centered on the proposed realignment expanding the Bush School. I appreciate the comments that the University should seek to expand the success of the Bush School and wholeheartedly agree. With that said, I do not think that expansion has to be done by bringing the political science department into the school. The mission of the Bush School focusing on public service is unique. It is what President Bush envisioned, what drives our faculty, draws students to us, and inspires our engaged donor base. Further, embodying public service as a noble calling underscores our unique faculty team made up of academics and practitioners. Incorporating such a large college into the Bush School would fundamentally transform this unique environment away from its core mission of public service. Alternatively, capitalizing on those groups involved in the Bush School family- faculty, students, and donors- I would recommend incorporating their thoughts on how to appropriately expand the current reach of the school. The Bush School and all those involved are Aggies and public service minded individuals who will always answer the call. Internal ideas faculty have voiced include expanding the school to include an undergraduate component, creating joint masters programs with Ag, Engineering, Cyber, health care, etc. There is a way forward together. The one point that should drive change is the goal to improve. The Bush School is doing great work, and I believe we can grow, but it needs to be done with the mission that has made us great thus far.

The report recommends wide-ranging changes across the entire university. Change is always difficult, but sometimes it is beneficial and can provide efficiencies once people become accustomed to the changes. In that spirit, my concern is that changes be made in ways that maximize the benefits of the change and minimize the losses so that the university as a whole, and individual units, can perform at the top level needed to achieve the university's missions of teaching, research and service. My comments pertain primarily to the recommendation to move the Department of Political Science to the Bush School, and also the suggestion that the Department of Economics may want to move to the Bush School as well. I recall that the original proposal, or bid, to get President Bush to place his Presidential Library at Texas A&M included a proposal to build a school of public service that would truly be an academic school. Moving the Departments of Economics and Political Science to reside in the same building as the new Bush School was part of what made President Bush decide to have his library and school at Texas A&M. I presume that this proposed change is related to that historical motive. The move would enhance the Bush School by expanding the faculty to include a large number of additional faculty with international research reputations, as well as junior scholars who are rising stars in their fields. It would also bring to the Bush School teaching experience from the PhD to the undergraduate level, and associate a very large number of undergraduate students, as well as a well-established PhD program in political science within the school. But to achieve those benefits it will be imperative to maintain the ability of the Department of Political Science to provide excellence in PhD education, and in Bachelor or Arts and Bachelor of Science education and maintain its research status as one of the top ranked Political Science Departments at public universities – which is of course integrally related to providing the highest quality education to students: PhD students and undergraduates. Toward that end of maximizing benefits to all groups, I think it is imperative that the expanded Bush School maintain a separate Department of Political Science, and also a separate Department of Economics if they opt to move. A multi-department structure within the school will allow excellence to be provided by the differing programs that work with different constituencies, maintaining and continuing to build each department's current areas of excellence in research, teaching, and service. For example, the enlarged Bush School encompassing multiple departments can be envisioned to create synergies (e.g., in visiting speakers, conferences, opening up opportunities for students from the graduate program in one department to take some courses in another department in the school, and research collaboration between faculty and graduate students, potentially including undergraduates and thus providing them with additional high-impact learning experiences). However, combining all of these diverse faculty from departments with different academic orientations into a single department in the Bush School, or into the Bush School's existing departments will not facilitate such synergies, or maintenance of the excellence in research and graduate programs that already exist. Such a large entity would be too large to manage effectively. In addition, the training needs for MA and PhD students differ greatly, as do the curricular needs of the various undergraduate degrees. For these reasons, a larger Bush School, that includes more departments could be envisioned to create synergies that produce research and curricular opportunities that will enhance excellence for all the departments in the school. A single, extraordinarily large department (more than 100 faculty if the Bush School and Department of Political Science were combined into a single department, and more than 140 faculty if the Department of Economics is added) would detract from the centers of excellence that already exist. It is important that this move should be organized to enhance the excellence of programs, enabling all the programs to further build on their existing areas of expertise, which will enhance the reputations of individual departments and collectively the reputation of the School and of Texas A&M University.

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There are undoubted benefits in efficiency and making Colleges a reasonable scale. I have concerns that Arts and Sciences make poor bedfellows since they operate in very different ways and contexts. Combining Science and Geoscience makes a lot of sense (in fact, since I'm very new, I didn't realise that they were separate). My concern is that an incoherent bundle of diverse disciplines in a new College of Arts and Sciences would be difficult to manage and may end up being less efficient. This is not to say that I think that it's a bad idea, merely that it must be done with care and with the expectation that there will be some teething problems.

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(I do not know if this is the correct space). I am a bit concerned about the merge of three colleges under the umbrella of a College of Arts and Sciences. Columbia, the university where I come from, has such a college, but the departments in the humanities are much larger than here and so can play a significant role. Texas A&M is notoriously much stronger in the sciences than in the humanities, whose weight and importance will be further limited. The dean of such a super-structure will obviously prioritize the demands of larger departments with which no humanities department can obviously compete.

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The proposed move of Biology out of the College of Science (or College of Arts and Sciences) is extraordinarily ill-advised. The opinion that Biology is performing poorly is unsubstantiated, should not have appeared in the report, and

should not have been considered as a rationale to move it. Indeed, the data show a strong upward trajectory for Biology in the College of Science. I think this upward trajectory would have been seen with virtually any objective metric that could have been applied when preparing the report. I think a stronger case can be made to make a Division of Life Sciences while keeping Biology and its signature undergraduate programs in its current place with Science. I say this having earned my B.S. from Cornell University in Biological Sciences as an undergraduate in the College of Arts and Sciences. As a faculty member here, I think that the positioning of Biology in the College of Science has produced an extraordinary strong cohort of Biology Majors. These are among our best and brightest. Furthermore, the lower-level service courses that Biology is responsible for teaching are performing extremely well and continue to improve. New grant awards, and the attraction of gifted new faculty, are other areas where it appears Biology is more appropriately considered stellar than cellar. I see no compelling case made in the report to move Biology. Resources can be directed to Biology in a Division of Life Sciences (comprised by units in multiple colleges) to greater effect than by moving Biology out of Science.

1) Creating an Arts and Science College is a good idea as it is done in many universities. 2) Establishing a school of visual and performing arts is an excellent idea as it will add culture and diversity and match the State of Texas demographics. 3) Establishing an Institute to unify teaching in the life sciences remove duplication is probably ok but the department of biology should head the Institute as Biology teaches the life science portion of the first year curriculum. The Institute is best housed in the Arts and Sciences as the curriculum follows the science courses and not agriculture courses. 4) Biology also runs BioFirst program geared towards helping first generation students who are enrolled in science courses in cohorts by working with Math, Stat and Chemistry departments. These ties will be hard to keep up if removed from Science. Biology's achievements in the past few years. 1. Fail rate (DFQW) in BIOL 111 reduced from 40.7% in 2015 to 11.2% in 2020. a. Improved success and retention for ALL life science majors 2. First year retention of Biology majors at university for same time points increased from 83.9% to 95.9% (> TAMU, 94.3%). a. Learning outcomes measured in year 2 improved. Confirms that gains in 1st year were NOT a function of grade inflation b. First year retention for Biology majors is now equivalent for all student groups (1st gen, Pell recipients, underrepresented minorities) 3. Number of BS/BA degrees awarded on upward (+41%) trajectory (207 in 2018-19 to 292 in 2020-21 and 2021 is not yet done) a. Graduation of 1st gen students on stunning climb (>+80%) (53 in 2018-19 to 95 in 2020-21 and 2021 is not yet done) 4. UG Biology majors are more diverse (56% underrepresented minorities) than TAMU as a whole (42%) 5. Number of UG majors increased 57% since 2016 (from 1238 to current 1942). This growth rate compares to 12% over the university as a whole.

I teach an upper division class (BIOL 319 -Integrated Human Anatomy&Physiology I) every spring, fall, and summer and have done so for about 15 years. It is a big class that typically enrolls a diversity of majors (Biology, Health, Kinesiology, Nutrition, and people of other majors intersted in medical school, nursing school, physician assistant school, dental school, pharmacy school, etc). According to my own tally, a total of over 11,00 students earned a final grade in BIOL 319 during the 2020 academic year. The course has grown in enrollment since I first started and I believe that a lot of the course's success has to do with the excellent support that the Department of Biology as it is currently maintained in the College of Science has provided. We have worked hard at fine-tuning the infracture necessary to support the course and in organizing and making more efficeint the teaching of not only the lecture but the laboratory portion of the class that relies heavily on a talented full time lab coordinator, and many dedicated and knowledgeable teaching assistants and laboratory instructors. BIOL 319 also owes a lot to my ongoing and productive interactions with my fellow APT (Academic Professional TracK)faculty collegaues in Biology, all of whom I work extremely well with and have the greatest respect for. My concern is that the proposal to disassemble the Department of Biology in the College of Science and reconstitute it in the College of Agriculture would have a very high probability of unintended consequences that could negatively impact the continued success and development of BIOL 319.

There is very little hard evidence or documentation for many of the findings listed in the report. As a member of the Department of Biology, I do not understand the basis for the statement that the Depatment of Biology is underperforming? What are the criteria for making this judgement? In terms of our teaching mission, the Biology Department teaches fundamental courses that are taken by many students from many majors across campus. For example, in Fall 2020, >5,000 undergraduate students enrolled in BIOL courses. About 2,800 of these students were enrolled in Introductory Biology (BIOL 111 and BIOL 112). Faculty in the Biology Department have work very hard and been successful at finding ways to improve student success and retention, while still maintaining rigor in our courses. In my almost 30 years in the department, I have been part of discussions of course content, discussions with other departments to try to coordinate course covered, development of new courses, including a capstone course. We have

also developed a Biology Honors program that seems to be attracting even more of the best and brightest high school seniors to Texas A&M. Our focus in improving student academic success hasn't been limited to our own majors. Between 2015 and 2020, we achieved a dramatic decrease in the percentage of students taking BIOL 111 who earned a D or F, or dropped the course. This higher academic success was seen across all the life science majors who take BIOL 111, not just Biology majors. The improvement we achieved was the result of many semesters of faculty working together to try different strategies, figuring out what worked and didn't work, and then incorporating those strategies across all the different sections of the course. The Biology Dept. faculty are also successful at research by the objective measures of funding (approx. \$20 million is expected to be received in 2021), papers published (>200 papers published in peer-reviewed journals from 2019 to present), number of graduate students, and undergraduate student involvement in research. Some of this success is due to the strong interactions between faculty and students within the department. The diverse research areas represented in the department is a strength. The home for Biology Dept. should be in the College of Science or a new College of Arts and Sciences.

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The rationale provided for combining the College of Science and College of Liberal Arts is specious and not particularly persuasive. It is not obvious why a larger college would lead to better advocacy and recruiting for liberal arts, nor why it would reduce costs. In my own experience, my decision to come to A&M was due to the reputation of the department and not about the size of the college to which it belongs. Also, there are no cost savings projections or any resemblance of a quantitative analysis to support these claims about cost savings. It seems that the opposite would be true in the short term (merging two colleges into one is not a small task). Also, it is not convincing to say that we should make a move because others are situated like this. It is entirely possible that current structures at peer institutions were developed over time without a clear strategic rationale. I'm more interested in hearing about specific details about the types of programs and initiatives made possible by such a move. However, there is only a vague wording that cost savings will allow for reinvestment in research and other programs. It seems that such a drastic, and costly, reorganization should have some very strong justification backed with cost projections, clear strategic justifications backed by sound research, and quantitative analysis. I don't see it.

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I think that the creation of a College of Liberal Arts and Sciences is an move that will help to elevate both existing colleges to the level of Ag and Engineering. I am perplexed by the creation of an Institute for Biological Life Sciences (is there another kind?) and the move of the Department of Biology to this institute within the College of Agriculture. The lone example given (Cornell) is not what our peers are doing, and in fact, after discussing it with Cornell folks, is something that they wish they had never done. To have a College of Liberal Arts and Sciences without Biology is unheard of. A better option to remove the stated redundancy in undergraduate programs would be to move BIMS to the new College of Liberal Arts and Sciences within Biology. Most of the first two years of these students are spent in biology, chemistry and math anyway. I am also deeply concerned regarding the statements about biology being an under-performing department. I am curious what data was examined? Using what metric? An interview with someone? For an institution of our size, the department should have nearly 100 tenure-track faculty, yet despite attempts to grow and acquire resources, they've been limited to about 50. What they've done given the resources available to them over the last 7 years is pretty amazing. They are on a terrific trajectory to become a rising star among peers given support in the new College of Liberal Arts and Sciences. I fully support the creation of a School of Visual and Performing Arts and including and expanding the Department of Visualization. I find it humorous that we are recommending creating a Department of Journalism after getting rid of it about 10 years ago; something we should not have done. The Libraries should not be made into a department. They are central to the functioning of the university.

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The MGT report contains some interesting and even exciting suggestions, and also some ideas that may not be workable. As a faculty member in the College of Geosciences, I will focus my comments on the proposed merger of three colleges to form a College of Arts and Sciences. I can see benefits of this proposal (I earned my Ph.D. at a land grant university organized on this model). Under the proposed arrangement, for example, our university core curriculum would probably function better than at present; and certain departments would potentially fit more comfortably into a combined college than in the more narrowly focused colleges where they currently reside. How successful the merger might be would depend on its implementation. The critical thing is to honor the integrity of disciplines and existing departments, as well as their historical development at TAMU. Indeed, the Arts and Sciences model inherently emphasizes the traditional academic disciplines as distinct from the less formal and/or applied academic programs housed in the other colleges, and this means that if implemented well, a combined college could elevate the status of the conventional arts and sciences disciplines, and hence of the entire university. Each of the existing academic disciplines is important and worth veneration, so let's make sure that all the existing departments are transferred intact

to the new, larger college. A related and equally critical consideration is to carefully handle the interdisciplinary degree programs in the existing colleges, and to fully understand their history and linkages with the academic departments. In the College of Geosciences, for example, the interdisciplinary programs are primarily linked to and sustained by a single department (Geography, which is where they originated). The integrity of these linkages must be maintained to ensure the continued success of the supporting department(s) and interdisciplinary programs. A third consideration is that, if the university decides to move ahead with the proposed academic realignment, it should resist pressures to do it halfway. If we're going to do it, let's do it well. A watered-down approach that, say, only combines two colleges instead of three, or only moves departments around within the existing framework of three colleges, would create something messier than what we have now without producing the benefits that could result from the single large college of Arts and Sciences. I probably cannot imagine all the arguments that might be advanced to pursue only parts of the proposed merger. But I would encourage the administration to move ahead with academic realignment only if it is committed to fully implementing the new College of Arts and Sciences. (One caveat: it's not clear to me that the library actually fits within the proposed structure, so my comments apply to the regular academic programs). As with all faculty members, I have some reservations about how the implementation of the MGT proposals will play out. These reservations stem primarily from the fact that the MGT report looks a bit carelessly assembled. Surprisingly, MGT overlooked major issues such as IODP and implications for its continued funding. Much of the report simply appears quite shallow. I am surprised that the university did not adopt some type of approach that would have yielded a more thorough portrayal of the nature of this university. Given the lack of depth exhibited in the MGT report, I am concerned that implementing the proposals will expose many unforeseen complications that will disrupt the functioning of the university. If the disruptions are too severe, the damage to our productivity and morale will outweigh whatever benefits might accrue from the changes. I am not writing to oppose the changes. I simply would urge the administration to thoroughly consider the reason why current structures exist, whether it is truly imperative to alter them, and, if so, how to execute the changes in the least disruptive manner. This will require a more thorough review and consultation with faculty, staff, and other stakeholders who have relevant expertise. If deeper study suggests a way to implement the changes in a minimally disruptive way that will enhance the university, we should move forward. But we should also be prepared to abandon the proposals if it seems that they will be too disruptive. The question to ask is whether the gains that could be made will be great enough to outweigh the disruptions that will inevitably occur. Thank you for considering these comments.

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I think the new College of Arts and Sciences is such a great idea. I really do. I only hope that the investments in humanities and liberal arts that are mentioned are made in full. TAMU does not have Area Studies programs or institutes. We need a good journalism department and so many other things that are mentioned like visual and performing arts. The success of this merger of the colleges will hinge on the STEM disciplines not bulldozing over the humanities and liberal arts. Disclosure- I am a biologist rooted firmly in STEM and I want this change to happen! I am a biologist in ECCB and founder of the EEB PhD Program and serve in the EEB leadership. I desire and welcome the proposed creation of the Institute for Biological and Life Sciences or whatever it will be named. I think it probably hurt some feelings to call out the Biology Department as underperforming, especially since they have been hiring Assistant Professors and key to the success of EEB through their ability to give TAs to our top EEB recruits. Anyway, it is true that BIOL has seriously under-performed in my opinion, tends to lose its rising stars. In my experience, BIOL hid behind College of Science as if that automatically made them superior to all the other great biologists on campus (ugh). That's just an example of why all this came out in the report. I believe it is a great recommendation and solution to get the biologists under one umbrella. It will help all of the departments involved and enhance our interdisciplinary programs in EEB, GENE and others. A suggestion: Why not have one program for all the grad students in this combined Institute? It could be the EEB Program. Thanks. Note on Political Science and Bush School- My understanding is that the fields of Political Science are quite distinct from National and Global Policy activities. Good luck with that arranged marriage!

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The College of Arts and Sciences would allow for the arts to have a voice within the university system as well as within the community. Over the years many faculty and their families have left TAMU and the B/CS because of the lack of arts and culture within the community and university at large. As someone who directs the Dance Program on campus, visibility has been one of our biggest hurdles to overcome. The arts on campus are currently separated into three colleges: The College of Education and Human Development, The College of Liberal Arts, and the College of Architecture. This structural and geographic separation has made it extremely difficult for prospective students to find us and to develop and create collaborations between the art programs on campus. Over the years, I have been able to work collaboratively with colleagues across disciplines, but it has been much more difficult than with other collaborations within my own

college. This is due mainly to the geographic separation of the arts as well as the lack of funding within colleges that only have art programs as one small part of the larger college. A College of Arts and Sciences would give the arts a strong and visible voice on campus. It would send a strong message to the university and the community that the arts are important and can benefit individuals and groups beyond performers on a stage. The recommendation of a School and Visual and Performing Arts and a Performing Arts Center is a bold and strong statement to support the arts at Texas A&M University. A statement that is long overdue. This new school and center has the potential to put TAMU on the map in a much larger way. Not only to bring performances to the community, foster collaborations between faculty and students, develop strong and well sought out academic programs, but to finally have the last piece in the puzzle to bring TAMU into the top tier list of outstanding, impactful, and culturally enriched universities. This is something we who have been here know, but because the presence of the arts has been masked we continue to be left off the list. This is our opportunity, our time. With the development of the new School of Visual and Performing Arts it is essential that the departments within the new school are brought together under one roof, within one building. The separation of the arts can no longer exist. We have existed this way in the past because of how each of the art areas evolved but NOW is the time to bring us together. This will allow us to:

- develop degrees that will cross art disciplines
- foster collaborations among faculty, undergraduate and graduate students
- create interdisciplinary performances
- offer a wider range of performances for the community and university
- Bring equity to all areas of the arts
- give the arts visibility within the community and university so people know we are here and learn what we are doing.
- allow prospective students to find us easier because there is a College of the Arts and Sciences AND a School of Visual and Performing Arts!
- Give the arts a strong voice from a Dean that understands and supports the arts so can better help serve the needs of the arts on and off campus

In the process of creating this new School it is important that a committee be formed with representation of ALL the art areas so that discussions can occur to decide the best way to move forward, not only for the university, but for each academic program. It is important that all arts areas have an equal voice in this process. It is important that the arts have time to come together to discuss the best way to move forward with a merge such as this. I believe that the departments within this School need to have EQUAL representation for ALL the art areas. Based on the current curriculum I could see the following structure for a School of the Arts:

- Department of Dance (house all 3 dance program with an additional MFA in DSc)
- Department of Performance Studies (house current degrees with an additional PhD in Performance Studies)
- Department of Visual Arts (years back the College of Architecture discussed having a visual arts degree)
- Department of Art Media and Visualization (house Viz and Film with an additional minor/major in Visualization and Dance or Dance Technology)

Additionally, each of the current disciplines in the arts have built their programs to be strong, cutting edge, and has put TAMU on the map within each of the art disciplines. For example, the dance program has three degree options; a dance minor, a university studies degree and a B.S. in Kinesiology: Dance Science. We have built a strong presence in the dance community to not only be the first program in the U.S. to offer a degree with a focus on dance science but is known within the dance science community as the BEST in the nation. To dismantle it to create a performance, BFA, program is unthinkable. A BFA in Dance, is the most common dance degrees in the state and we have already been told (in 2010) that the coordinating board of the State of Texas would not support this type of degree from TAMU. The question at the state level that we would have to overcome is why another BFA in Dance within the state. That need is already being served. However, TAMU is in a perfect position to make a B.S. in Dance Science where we would be the ONLY one in the state. This need is essential to the dance community. In the UK, there are degrees in Dance Science at the undergraduate, masters and PhD level. In the U.S. there are only 15 programs that have a certificate, minor, or B.S. in dance science. Through the Kinesiology degree we have already made a significant impact in this area and are respected by colleagues and leading organizations in this area (for example, The International Association for Dance Medicine and Science). Dance Scientists are needed to serve as physical therapists, doctors, athletic trainer, dance educators, and therapists for dancers and other artists. BFA's across the nation are changing their degrees to include courses in anatomy for dancers, injury prevention and care, somatics, and other dance science based courses. However the U.S. lacks degrees to serve this need. This is why internally as a dance program our goal is to build an MFA in Dance Science so our graduates can be the ones who are teaching these courses within BFA programs across the nation. It is essential that the art areas have a voice and are allowed to provide evidence to why their programs should be allowed to stay within their focus. We know that by moving to the College of Arts and Science (an amazing fit for a dance science program that combines the name of the College it is housed in - art and science) we will have to change our degree from Kinesiology. We are ready and willing to move forward with a B.S. in Dance Science. I believe Performance Studies has similar beliefs on the importance of maintaining their identity and have made a similar impact within the performance



studies community. I have collaborated with faculty in visualization many times and could absolutely see an opportunity to develop a degree in Visualization and Dance. This would be another area where TAMU could be cutting edge and offer something that is not readily available but is needed within the arts. In regards to the Department of Health and Kinesiology my feeling is they are stronger together and should be able to continue as one department. There is much cross over, especially within Kinesiology, PEAP and Sports Management. There are courses in each of these divisions that cross over in numerous degree plans. Untangling this would be difficult, create a lot of overlap and not be beneficial to the students in these areas. I can see the move of the Health Division to the School of Public Health but also ask, what if the Department of Health and Kinesiology "absorbed" the School of Public Health?? I personally think an option for the Department of Health and Kinesiology (or at least KINE, PEAP, and SPMT) move to the College of Arts and Sciences. I think this move would be more beneficial to the students and foster additional collaborations within these departments. Our department has always struggled in the College of Education and I know that KINE faculty have had difficulty receiving grants because they were not in a College of Science. This would solve that hurdle which they have been fighting for years. I also think it would bring greater visibility to the department in regards to prospective students seeking out degrees in this area.

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The establishment of an Institute for Life Science, combining BIMS and BIOLOGY, and housed within the College of Agriculture and Life Sciences is a huge mistake. Although aspersions are cast on Biology, Biology is not underperforming - see below for data on Biology Performance. Biology could absorb BIMS (BIMS having created near-duplicate courses), but it should remain in the College of Science. I have seen this move to incorporate Biology into the College of Agriculture ever since 1986, when Charles Arntzen, Dean of the College of Agriculture, wanted it to occur. It is primarily political and based on student credit hours and TA assignments managed by Biology. Furthermore, separating my lab and my teaching from the College of Science would be a mistake. I currently teach Biology 430, Biological Imaging. Major components of that course involve physics and biomedical engineering. It is part of an Informatics minor in Biology. Informatics is closely associated with Math and Statistics. It has been proposed as a foundational course for an interdepartmental program in imaging shared by biology, statistics, math, and physics. I have written the textbook for the course, *Imaging Life*, (to be published this year by Wiley) with this in mind. Separating Biology from the College of Science would have a negative effect on the future of the course. My lab does basic science in plant cell biology. Although I have just started a company founded on the discovery of pre-emergent herbicide with a potential market in the billions of dollars, and received NSF funding for this project, the intellectual property (owned by TAMU) was generated not through applied investigations in weed or crop science, but through novel understanding of the cell biology of plants. In addition there are several projects in the lab which, although they may have application in the future, do not have immediate application. I do not believe that being in any segment of the College of Agriculture and Life Sciences would benefit these other projects. I currently enjoy the collaboration and collegiality of several other faculty in Biology and I sense that, were Biology to be combined with BIMS in the College of Agriculture, that Institute will be primarily to consolidate undergraduate pre-medical teaching. Those less involved in pre-med courses might be sent to other programs in the College of Agriculture, where the performance and upward trajectory currently enjoyed by the Biology Department would not be found and weakening my current connections with current faculty in Biology. Being very senior, if this happens, I may just retire. However, younger faculty may leave. Finally, for those faculty on a professional teaching track and those current staff that support the undergraduate teaching in the Biology department, the change could result in their leaving, either voluntarily or through reduction programs. These are highly successful and effective faculty and staff, who form a team that works well together. Biology Performance: Fail rate (DFQW) in BIOL 111 reduced from 40.7% in 2015 to 11.2% in 2020. Improved success and retention for ALL life science majors First year retention of Biology majors at university for same time points increased from 83.9% to 95.9% (> TAMU, 94.3%). Learning outcomes measured in year 2 improved. Confirms that gains in 1st year were NOT a function of grade inflation First year retention for Biology majors is now equivalent for all student groups (1st gen, Pell recipients, underrepresented minorities) Number of BS/BA degrees awarded on upward (+41%) trajectory (207 in 2018-19 to 292 in 2020-21 and 2021 is not yet done) Graduation of 1st gen students on stunning climb (>+80%) (53 in 2018-19 to 95 in 2020-21 and 2021 is not yet done) UG Biology majors are more diverse (56% underrepresented minorities) than TAMU as a whole (42%) Number of UG majors increased 57% since 2016 (from 1238 to current 1942). This growth rate compares to 12% over the university as a whole.

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The university libraries are key to all departments in the university -- the libraries are what make something a university. Sequestering them within a single college while expecting them to continue to support all of the other colleges doesn't seem to make much sense. Also, the report suggests a number of changes that reverse relatively recent changes based

on the board of education's requirements, the failure of programs to thrive, etc. (the music department, for instance). It seems as if the writers of the report needed to do a little more careful investigation into the past of certain programs or departments before making their recommendations.

Regarding Finding #6 Regarding "Faculty-librarians are well-suited to teach students skills in acquiring, evaluating, and using information as they already teach through library consultations": Not all "faculty-librarians" are suited to teach and many have no teaching experience at all. That said, Subject Librarians teach research skills (among many other topics) not only in consultations (where students, staff, and faculty either make appointments for a one-on-one or group meeting or potentially walk in the library asking for assistance), but are embedded and teach hundreds (likely 1,000+) of classes per year. Subject librarians are invited into classes, depending on their discipline/expertise, to teach a class (anywhere from 15 minutes to 4 hours) relevant to the particular course. There is a librarian for every academic college and department on campus. For example, librarians from the Business Library & Collaboration Commons (BLCC) teach many one-shot classes (invited to teach for an hour in class) for the Mays Business School, but also in other relevant areas, such as Engineering (for market research and entrepreneurship components), AgEcon, Psychology, and Veterinary. Regarding "Librarians fulfill their teaching-equivalent function by leveraging their expertise in research methodologies and platforms through a series of resources": The job of a librarian differs from position to position. - Subject librarians may do any of the following: collection development (assessment and ordering of materials, including books, journals, and databases), liaison and outreach (being a constant point of contact with the academic departments they support), consultations (meeting one-on-one or with groups to guide students or faculty with their research and connecting them with resources they need), teach library instruction as a guest speaker in credit-bearing classes to which they are invited, Scholarly Communication (advocate for open access resources, the institutional repository, etc, assist faculty with resources that show their impact), Systematic Reviews (numerous subject librarians have developed an expertise to support those doing this kind of research), and much more. -Information Resource librarians are essential in providing access to the materials library patrons need to perform research, teach classes, and complete assignments. This includes the acquisition and processing of books, journals, and databases as well as our special collections materials. -Digital Initiatives librarians are crucial in the development and maintenance of electronic resources that allow materials necessary for campus research to be accessed. -Special Collections librarians are archivists, curators, catalogers, and more. They acquire, prepare and preserve, create metadata, store and display appropriately, and teach about their collections. -The "teaching-equivalent" for "Faculty-librarians" is so much more than teaching information literacy. Librarians already dedicate so much of their work to the teaching mission at Texas A&M University. Regarding "Identifying and dedicating undergraduate core curriculum courses for the development of skills in information sciences elevates the faculty-librarians as teachers" and pointing out that "University of Oklahoma offers a BA in Information Studies and a BS in Information Science and Technology": A look at the University of Oklahoma School of Library and Information Studies Faculty page (<https://www.ou.edu/cas/slis/faculty-staff>) will show you what you will find around the country when looking at equivalent programs: those who teach LIS courses are PhDs whose chosen careers are to teach library and information science courses. Librarians with an MLS or MLIS chose those degrees so they could pursue their career of being a librarian, which leads to being tenured faculty at many universities, such as ours. Regarding Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences: -Academic libraries around the world exist outside of individual colleges as they support the entire campus, and in many cases, the community. Confining a library to a college limits their impact and could give implied bias to the college in which it sits. Library administration should continue to have a direct line to the Provost and a seat at the table with the rest of the deans on campus. There are too many important discussions that the Libraries should be a part of as they support the research, innovation, and teaching that occurs daily on campus. -Regarding "Faculty-librarians will have faculty status in this new department": Librarians already have faculty status and are nationally known as the most productive researchers in their discipline. -Regarding "Dean of the Library will become Associate Dean of Arts and Sciences and University Librarian": This move would send a message of a lack of importance of the University Libraries on campus and would negate the progress that academic library administrators have made over the years and take away the voice and impact the Dean of Libraries currently has. University Libraries at peer institutions from around the country who are members of the esteemed Association of Research Libraries (ARL), where only the top research libraries in the U.S. and Canada are admitted, all have either Dean in their title and/or Vice Provost, demonstrating the importance of 1) having the Libraries as an entity separate from an individual college and 2) having Libraries leadership in an elevated position on campus. The following is a list of library peers at ARLs with their associated titles: The Ohio State University - Vice Provost and Dean University of Illinois at

Urbana-Champaign - Dean of Libraries and University Librarian Clemson University - Dean of Libraries University of Michigan - University Librarian and Dean of Libraries University of Florida - Dean of University Libraries University of Georgia - University Librarian and Associate Provost Duke University - University Librarian & Vice Provost for Library Affairs Michigan State University - Dean of Libraries Pennsylvania State University - Dean of University Libraries and Scholarly Communications University of Colorado Boulder - Dean of the University Libraries, Senior Vice Provost of Online Education University of Alabama - Dean of Libraries University of Texas - Vice Provost and Director of the University Libraries Auburn University - Dean LSU - Dean -Regarding "Associate Dean would continue to lead librarians in excellence in teaching": Again, Libraries do so much more than teaching. -Regarding "The Department of Library Sciences will create a new and innovative academic program that seeks to teach and do research to support students who are learning and researching in new and different ways.": I am in favor of a Department of Library Sciences within the College of Arts & Sciences, however, like other bachelors, masters, and PhD LIS programs throughout the country, this should be an academic program with PhDs teaching. The Libraries should remain under the Office of the Provost, where they may continue to focus on student success. Having worked at a university with both a library and a separate LIS program, I can speak to the benefits of having such programs in place and benefiting each other. The LIS program can provide graduate assistants to the library as a way of preparing future librarians for their careers while the libraries gain needed assistance. At the same time, librarians are invited as guest speakers in LIS courses where they may speak to real-life experiences and how theory taught in class pertains to their chosen career. Faculty in both the Libraries and LIS Program would also likely find research projects on which to collaborate. -Regarding "Opportunity to design and deliver a learning commons model": The Learning Commons model has been around for many years, having come from the prior Information Commons model. The idea has been to bring together numerous services on campus that work well with the Libraries in helping patrons achieve their goals. At both the Evans Library and the Business Library & Collaboration Commons (which changed its name recently to reflect this model), there exists a Writing Center, and we also work together with TAMU IT to provide computing services.

Implicit in the report is the notion that TAMU should have highly-ranked programs in some key areas (Architecture being one of them). I wonder, though, what is really achieved by a top ranking. Top ranking by whom? Ranked by what? Again, VALIDITY—are these rankings capturing characteristics that are important to us? The focus on rankings is misplaced. Let's focus on EXCELLENCE. Clearly, Excellence is one of our Aggie Core Values, and I am wholly invested in creating excellence in our academic programs. But what does excellence mean? What does it mean specifically for our university, for our college (Architecture for me), for our programs. The report has called out Architecture (not clear whether that refers to the college or department of the same name) as needing to rise in "the rankings". Again, what rankings? I believe we are better off pursuing excellence in areas where we can be the best. We are never going to produce "Starchitects", nor are we going to attract them as faculty. We will never compete with the Northeastern or West Coast elite university programs. Starchitects are cosmopolitan, they won't live in College Station, Texas. And if they do, they won't teach or engage meaningfully with our students. And they won't stay. We've tried. I would recommend that we focus on achieving excellence in producing architects (also landscape architect, planners, and developers) that serve people and places. Students that firms want to hire. Students that can design sustainably and resiliently, and that create places for all Texans, not just elite ones. Designers that design schools, hospitals, civic buildings, academic buildings, and even housing—maybe even affordable housing—which is a CRITICAL NEED. Let's be excellent at that. There is no doubt that we can be better than we are. This report, and the academic realignment that it suggests, can and should catalyze big change, and move us toward excellence. My favorite recommendation from the report is the recommendation that we create a School of Visual and Performing Arts. I absolutely concur. This has been a gaping hole in our offerings for many, many years. HOWEVER, I would recommend that instead of anchoring it on the Department of Visualization, in a College of Arts and Sciences, we anchor it in the College/School with Architecture, Landscape Architecture, and Urban Planning, if not Construction Science. All three of those existing departments are rooted in the Visual Arts. All three departments currently have artists and art historians among their faculty. What arts there are on campus originated in Architecture. This makes Architecture a more appropriate place to launch a new set of programs in the visual and performing arts. Keeping the college of Architecture intact and charging it with the responsibility (and resources) to build a comprehensive visual and performing arts college (perhaps the College of Fine, Performing, and Applied Arts—see the University of Illinois, Urbana-Champaign) would strengthen both that effort, as well as the effort to elevate architecture as a discipline. Construction science would be better off staying with Architecture. Construction science is about the delivery of buildings. It is actually more business-oriented than engineering-oriented. Moving it to Engineering would likely kill it—turning it into something that it is not. Currently, it has extraordinary demand for its

students, and the employers (300 of which PAY US to have access to those students) want those students trained the way they are. They don't want "engineering-lite" students.

Kinesiology is the study of human movement. It is an umbrella for several applied sciences like exercise physiology, motor control, and biomechanics. In addition, kinesiology includes programs/disciplines associated with dance science, sports psychology, coaching, athletic training, physical activity, physical education, sports medicine, and sports management. At many universities, kinesiology is in a department or school with health education. It should be noted that health education is not public health. The MGT report does not convey that the authors understood the unique structure of kinesiology. As the largest department on campus, HLKN (Health & Kinesiology) provides a wealth of services to our students. We service 17% of the total undergraduate enrollment at TAMU College Station. Out of those students, only 21% of these are HLKN majors. Thus, a large number of students taking our courses are from other colleges. Further, 22% of TAMU athletes are HLKN majors. The vast majority (74%) of students taking ICD/CD courses offered by HLKN are non-majors. Here at TAMU, our HLKN department includes health education, kinesiology, sports management, and the physical education and activity program. We consider ourselves one cohesive unit and do not wish to be split apart. Further, placing us in the School of Public Health will not allow us to continue to grow and develop our program. On the final two pages of the MGT report, there are several "peer" institutions that are stated to have kinesiology programs within a School of Public Health; however, these data are wildly incorrect. Many of these institutions are not peer. And second, the data are incorrect. For example, University of Illinois does not even have a public health program. The University of Utah has a Kinesiology program in the College of Health, which does not offer any degrees in public health. These data should not be considered as they are faulty. I advocate for Health & Kinesiology to be their own School, preferably within the College of Arts & Sciences or AgriLife. Kinesiology is a unique program and is often not understood by leadership. We are the ultimate STEM program. For example, the discipline of biomechanics, which is historically a kinesiology-based discipline (not engineering), will become the 21st Century science. To support this growth, Health & Kinesiology will need strong leadership that understands the unique, multi-disciplinary work that is done in this discipline. Since no one from HLKN was interviewed or asked to complete a survey regarding this report, I strongly encourage leadership to meet with our faculty to understand our unit before making any decisions. We are fiscally strong, growing in student majors, and have made incredible gains in our research dollars over the past two years. We deserve to be placed in a college that will provide us the freedom and opportunity to continue to be leaders on the TAMU campus.

The College of Education and Human Development (CEHD) at Texas A&M is ranked #39 overall and continues to increase in rankings annually. Individual CEHD departments/programs in Curriculum and Instruction, Educational Administration and Supervision, Educational Psychology, Higher Education Administration, Secondary Teacher Education and Special Education are highly ranked. Contracting HLKN to SPH and the Technology Management Degree in the Department of Educational Administration to the Department of Engineering Technology will effectively cut the size of CEHD in half. This no doubt will have an adverse effect on the remaining programs/departments. It is my sincere hope that leadership does not intend to dissolve CEHD as this would surely result in a "brain drain" loss of faculty, grant funding, and donor dollars. Most of the functions of CEHD are unique and aren't duplicated in other units on campus. For example while it may seem to those outside the profession that Educational Psychology (EPSY) duplicates Psychological and Brain Sciences (PBS), this is not accurate. First of all, EPSY is ranked #16, PBS is ranked #66. I'm not sure of the funding situation in PBS but EPSY brought in 20 million+ in new external funding this year already. EPSY has 6 divisions/programs that are not represented in PBS. If the idea is to push out HLKN and Technology Management so that the rest of CEHD will be divvied up into other colleges excepting teacher prep, it will have an adverse effect on some of the best and highly ranked programs at Texas A&M. I fear that the Texas A&M community will lose world renowned scholars and as previously mentioned, funding and donations. As for peer institutions, most have vibrant colleges of education with high levels of scholarship. If not, some of what we have here in CEHD (i.e., EPSY and HLKN) would reside in a college of human development and family studies (commonly known as HDFS). Re-homing most of the CEHD departments and programs into other present colleges would not be in line with our peer institutions and again would result in low morale, brain drain and ultimately loss of funding. If we want to be the best university in Texas we can not contract CEHD. Look at UT-Austin for reference: <https://education.utexas.edu/>. Is there something about colleges of education that our consultants and our new leadership know that we are unaware of? Contracting Texas A&M's CEHD basically cedes all of our hard work and recognition to other Texas institutions. From what I'm reading these realignments have more to do with efficiency and assumed duplication than about being the best we can be academically. A cursory look at the number and variety of programs in HLKN and SPH here shows little duplication and HLKN has a large number of

undergraduate programs that make sense in CEHD but not in SPH. Clearly EPSY and PBS are very different and both have been successful independently. I came here because I wanted to help grow a developmental sciences program in CEHD and contribute to the great work going on in EPSY, CEHD and at Texas A&M. I trained in traditional Psychology Departments at Boston University (Ph.D.) and at Wisconsin (postdoc) and my first tenure track job was in a Psychology Department. But in less than 5 years in EPSY at Texas A&M I have been very lucky to be part of an excellent unit with exceedingly high professionalism and morale, top-level scholarship and highly ranked programs. It would be a shame for the state of Texas, the Texas A&M community and for our students and colleagues if CEHD, and in particular if EPSY and HLKN were to be dissolved or contracted.

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Recommendation #1. Combine Colleges to a New Arts and Sciences College Very radical recommendation. Faculty at Statistics Department are concerned that our rankings and efficiency will be affected. I see this recommendation as risky. The rationales are made by cherry picked "peer institutions." The San Diego University is definitely not a TAMU peer institution. True for some other schools from the list. Yet a strong rationale was that "12 of 19 peer institutions use this model." One could propose 20 closer peer-level schools where none of the schools use this model. Instead of "four-legged stool structure: Arts and Sciences, Engineering, AgriLife, and Texas A&M Health" why not have a five-pointed star structure: Arts, Sciences, Engineering, AgriLife, and Texas A&M Health? Collège of Sciences and Geosciences to form a new College of Sciences The College of Arts as a separate college -- this will be more efficient for a school of 70+K students. Recommendation #5. How about argument against "Only 1 of 20 peer institutions use this model." On a serious note, Department of Biology is strongly integrated with the rest of departments in the current College of Science. The existing strong links between departments of Biology and Statistics will be affected. For example, Department of Statistics recently had a SOAR Vision retreat. The Bioinformatics, Biostatistics, and outreach to Biology department was articulated as #1 research recommendation. More than 10 faculty are successful in bio-related research and extramural funding. Examples of close links are now traditional Symposium on Bioinformatics (joint venue of Biology and Statistics Departments) or a vibrant Center for Statistical Bioinformatics My feedback to this recommendation is that a new Institute for Biological Life Sciences is good idea as a research umbrella but the department of Biology should operationally stay in College of Sciences with the rest of science disciplines.

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A new department of journalism in the College of Arts and Sciences has the potential to duplicate the "agricultural communications and journalism major/minor" in College of Ag and Life Sciences. The University Libraries support student success across all colleges/schools at the University and to continue this work should continue to be their own college and report directly to the Provost. This model mirrors the reporting line of all peer institutions named in the report, which all have the Libraries separate from other colleges and reporting directly to the Provost (p. 116). The listing of universities in the report to justify moving Health and Kinesiology to the School of Public Health only included two peer institutions. There are four peer institutions that do have their departments of Health and Kinesiology within the College of Education. Further analysis would help determine which the degree programs in Health and Kinesiology would best fit in which college/school.

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Feedback: Recommendation #9d: Consolidate the Department of HLKN in the SPH including clinical research associated with HLKN. I fully support the entire Department of Health and Kinesiology (HLKN) moving to the School of Public Health. I truly think that the department's mission and goals align very well with the School of Public Health and Texas A&M Health. However, it is crucial that the entire department remains intact to ensure the continued success and growth of HLKN and our students. There is such a connection between the divisions and departments in regards to research, teaching, and service. Additionally, we also have a large role and service/research to Texas A&M Athletics within this department through various clinical rotations and research endeavors. We not only see this for faculty and our students, but also for the entirety of students that come through our doors and are a part of Texas A&M University. This is essential in our commitment to our students and their success during their time here. With the support of the department's programs in Athletic Training, Sport Management, Sport Performance, and through the Huffines Institute for Sports Medicine and Human Performance, and researchers in the Human Clinical Research Facility (HCRF), Athletics successfully competes in the SEC. In addition, the tremendous services provided to the university community, as well as local and state occurs interdivisional and interprofessionally between the four divisions in HLKN of Health, Kinesiology, Sport Management, and Physical Education Activities Programs along with the Huffines Institute for Sports Medicine and Human Performance, the Thornton-McFerrin Coaching Academy, and the Human Clinical Research Facility. The other strength of this department staying intact is the fact that students need both their core curriculum requirements and ICD/CD requirements. This is met for again not just our students but is also a service this department has to students across the entire university. We teach a lot of students within our department and courses that help move students

towards their degree completions and doing so faster than if we would be separated. Out of the course offerings, HLKN services about 17% of the total undergraduate enrollment at TAMU. Additionally, about 22% of all student-athletes are HLKN majors. Through our department and it staying intact, we help these students meet their course/credit requirements and also offer various courses during the summer and mini-mester semesters to help them take courses when there are fewer demands on their sports schedules. Not keeping the entire HLKN department together would have a large negative impact on student offerings and student success. In conclusion, I fully support moving HLKN to the SPH as an intact department. I understand that Recommendation #2 moves the Dance Science program to a new School of Visual and Performing Arts. The Dance Science program is a Kinesiology degree so my hope would be if this occurs, that Dance Science is able to maintain its connections to HLKN and Kinesiology since it has been developed very uniquely as a science-based program, versus strictly dance studies or performance program which is not unique within Texas or nationally.

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In addition to previous comments, the Dance Science Program would like to see HLKN moved to the College of Arts and Sciences as that would help facilitate our Dance Science Kinesiology degree without needing to approach the coordinating board about a new degree plan that would most certainly have overlap if Kinesiology were moved to School of Public Health. In this way, we can maintain the unique degree plan we offer as one of the few programs in the US to offer a Dance Science degree as well as build the artistic and performance side of our program.

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Reading recommendation 1: Geoscience and Science make sense. Arts bring completely different view, understanding and may slow the progress for Science colleges which already have high potential. Reading recommendation 2: Visualization is an important department may fit under science (not with art together) but may also has better resources if under engineering. Reading recommendation 3: Journalism was closed and the faculty have been moved to other departments. It does not make sense to establish again. Reading recommendation 5: Institute of Biological Sciences sound great but this needs to be under College of Science NOT agriculture due to the progress of Biological Sciences. Many strong faculty applied or stayed with this department because it is under Sciences not Agriculture. Students have the same sentiment applying for this degree. Reading recommendation 6: this goes together with the recommendation 1. Geoscience and Science make sense under Science and Library sciences make sense under arts but not together.

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The initial report mentioned the realignment of the Health program within Health & Kinesiology (HLKN) to move to the School of Public Health. However, there was no mention of the other academic programs within HLKN - specifically Sport Management (SPMT). Sport management certainly evolved from physical education but has since become its own distinct academic discipline which is represented by the research focus of the 10 tenured/tenure track faculty in SPMT. The sport management discipline focuses on the business management, marketing, and social aspects of sport in society. Our research faculty are directly involved with sport organizations ranging from Texas A&M Athletics, the International Olympic Committee, Dallas Cowboys to grassroots programs in Africa that seek to leverage sport to provide educational opportunities and economic advances to women. Granted this research may seem broad, but 6 of our 10 tenured/tenure track faculty have been recognized as Research Fellows of the premier sport management academic society - The North American Society for Sport Management. Two of these faculty have also received the society's highest award. Our faculty as active researchers and strongly represent Texas A&M at conferences and in industry. This is to say, that Health and Kinesiology is not the strongest fit or alignment for the Sport Management program. The sport industry is a service-based industry and our graduates seek vastly different employment opportunities than other students in HLKN. Our program better aligns with RPTS or other entertainment/service-based industries. The research that our faculty produce is also aligned with RPTS or service-based disciplines. Sport Management does not belong nor does it align with the College of Education and Human Development nor well in the School of Public Health. It rather has greater synergies with Recreation, Parks, and Tourism whether that is housed in the College of Agriculture or under a different pillar of campus.

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**Academic Realignment** Although there is much to comment on in this section of the document I shall restrict myself to comments regarding my colleagues within the College of Science/Biology. Finding #5 Confusion – I agree that having undergraduate and graduate biology courses in multiple departments and colleges is confusing, but that mirrors the breadth of the biological sciences. Where does “biology” end and BioChemistry/Medicine/Veterinary Sciences/Horticulture/Bioengineering “begin”. All academic institutions across the world have to deal with this issue, moving all the biological sciences under one college will not change this. I am sure that moving Bioengineering into the College of Agriculture would not be popular. Competition – The statements in Finding 5 regarding “competition for resources” misses the point. Having a broad faculty in multiple departments is actually a benefit for cross-pollination of ideas between departments and sub-disciplines. Metrics – If the move to consolidate biology programs is driven by

metrics, then the report would have been more helpful if a cost-benefit analysis had been presented for consideration. Perception of the Biology department – “Based on comments during the interviews, there is a perception that the current Department of Biology is under performing..” I find this statement perplexing. Over the last 5 years the Biology department has been on an upward trajectory, driven by a Strategic Plan (which has since been exploited by other departments across campus). The quantifiable metrics show that for both teaching and research the Biology department is not under performing. As an example, even a cursory analysis of research funding, as assessed by the analysis of NIH Reporter data, the Biology department has 15 current R01/R21/R35 grants generating ~ \$5.5 million dollars for the current fiscal year. The whole of the School of Medicine with 100 + research active faculty across 9 departments only has a combined NIH funding of ~ \$7.5 million. Perception is not fact. Page 30 – “Most peer institutions do not have a stand-alone biology department,” This statement is clearly false. See below. In addition on page 125 of the report – “Biology Review of Peer Institutions” is the statement – “Biology programs are predominately in separate schools and colleges.” These statements are clearly at odds. An analysis of “Appendix 3: Peer Institution Review” on page 118 indicates that the Peer Public Land-Grant Universities DO have stand-alone Biology/ Biological Sciences/Cellular Biology/Cell and Developmental Biology departments or programs, all within Colleges of Arts and Sciences or Natural Sciences. The only exception to this is Cornell which is a private University. Also Biology departments and programs are not placed within Colleges of Agriculture, except Cornell. Recommendation #5: Investment – “Of note, there will need to be significant resources committed to facility renovation to ensure that the Institute faculty and students have the adequate infrastructure to succeed.” If this report is to be implemented upon, I would hope that the President would be able to provide the resources, but as discussed elsewhere, as there are no indications of costs this is difficult to determine.

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The Dance Science program is deeply rooted in the Dept. of Health and Kinesiology. This degree integrates the art and science of dance providing students with the training necessary for performing and choreography and with the information to keep a dancer's body trained and free of injury. This program was the first Dance Science program in the United States and has become the standard other programs use to develop their programs. We would love to continue to grow our program and begin to use complex motion capture laboratories. Our students are also very engaged in performances. Currently, the only space available to us is a black box theater that we designed and built in the Physical Education Activity Building. This program is integrated in the PEAP program as well. We offer Pilates Apparatus Training for our student and teach them how this information can be used to condition and rehab dancers. We would love to expand our offerings in Pilates as well. Our goal is to have a Pilates Center that would certify college students prior to graduation. We have created curriculum for this minor that students could add to their studies but we have not had an opportunity to submit this work. We have designed the Kinesiology: Dance Science track degree to offer different avenues for our students from pre-PT to education in K-12. With our current degree our students have been very successful being accepted to professional schools and obtaining jobs in K-12 in dance and science. We believe movement analysis is a crucial skill for all dancers and having an intellectual command of muscular systems and how to train them is essential. Our program is a beautiful balance of Science and Art.

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Recommendation #1: The Department of Performance Studies is well-positioned to serve the needs of a combined College of Arts and Sciences, given the Department’s commitment to interdisciplinary arts and humanities scholarship. Performance Studies is a voracious discipline, and bringing it into contact with even more units in the Arts & Sciences, can be phenomenally productive for generating new interdisciplinary work. Indeed, even before the report was published, discussions among Performance Studies faculty had begun to imagine a new phd program in interdisciplinary arts and humanities research - such a program would contribute much to a newly combined College of Arts and Sciences. Recommendation #2: Establishing a School of the Arts would be truly transformative to this campus, I would love to see a greater emphasis put on the arts across all our curricula at the university, and a commitment to foregrounding the arts that a School of the Arts could provide. It is essential that Performance Studies maintain its disciplinary identity as Performance Studies, whether it is located in the College of Arts and Sciences or the School of the Arts. On page 25, the authors of the report note that the strengths of the department of Performance Studies “lie in emphasizing performance as research and research methods to examine the performing arts.” These strengths would certainly be enhanced by being housed alongside traditional departments of Theater, Drama, and Dance; of Music; and of Art and Design. What Performance Studies is and does is different from each of these, however. To best serve the goal of increasing effectiveness and transparency and contributing to overall student success, the Department of Performance Studies must continue to grow as a leader in its field and as an independent department. Performance Studies is an arts and humanities discipline that uses performance as a lens to study a wide range of phenomena. For example, my own research looks at the work of diplomats (in speeches, debates, treaties, etc.) as a mode of

performance. While at many schools Performance Studies is housed in theatre departments, communications departments, American studies departments, or other places, the dedicated Department of Performance Studies at Texas A&M is quickly developing a national reputation for its interdisciplinary scholarship, and as a leader in undergraduate education in Performance Studies. Performance Studies is a unique research discipline, and the faculty in our department will continue to do ground-breaking research wherever they are located, but they do not have the credentials or training necessary to populate and deliver competitive conservatory programs in Theater or Music. The programs recommended by the report will require extensive new hires among creative faculty in order to be successful. Maintaining our vibrant department of Performance Studies alongside these new departments of Theater and Music would be mutually beneficial, however, and would help ensure their success. Our programs in Performance Studies would attract students who find that the narrow training a conservatory provides does not serve them well, and we could push the work of our creative colleagues in exciting and innovative ways. For the new School of the Arts to be competitive in the state and nationally will require innovative approaches to arts education; I think that maintaining and highlighting the approach of the Department of Performance Studies, where performance serves the university's research mission, is one way the new School could develop a unique identity. The report argues that "there is an opportunity for TAMU to create a niche in the state that emphasizes STEAM education." The Department of Performance Studies is already pursuing this goal, as is evident in publications like Dr. Leo Cardoso's *Sound Politics in Sao Paolo*, or a recent issue of the *International Journal of Performance Arts and Digital Media* co-edited by Dr. James Ball. The interdisciplinary nature of Performance Studies will allow it to contribute much to a School of the Arts conceived with STEAM in mind. Recommendation #9a: Performance Studies is by definition an interdiscipline – it began as a fruitful collaboration between a theatre scholar and an anthropologist, and as it has grown it has incorporated many other interdisciplinary connections (again, my own work lies at the intersection of theater studies and political science). At Texas A&M, the core faculty of the department brings together ethnomusicologists, dance scholars, film scholars, and theatre scholars. Our faculty include members who are co-appointed in Religious Studies and Africana Studies, and several affiliated with Women's and Gender Studies. These interdisciplinary affinities make Performance Studies an ideal home for the University Studies degree program in the College of Arts and Sciences. As a department we see ourselves as the most committed to interdisciplinary work at Texas A&M, and extending that approach to guiding undergraduates through their own interdisciplinary curricula would be a natural fit. Indeed, it would be worth considering the value of renaming the department to the Department of Performance and Interdisciplinary Studies and making it the formal home for interdisciplinary scholarship in the College of Arts and Sciences. Recommendation #6: As a faculty member with both research and teaching responsibilities I find that the work our libraries and librarians do is essential to my success. It is very important to me that the librarians I work with each day are faculty members and peers at this institution. It is also important to me that they be allowed to continue to focus on their work as librarians, without added teaching burdens that might be required in a new Department of Library Sciences. Each semester I work closely with my subject librarian and specialized librarians at Cushing Library to advance research projects (e.g. taking advantage of the Science Fiction collection for an article on robot performance) and to enhance my classrooms (e.g. workshops with the maps collections or on book history). These engagements are only possible because we collaborate as peer faculty, and because I recognize the value of the librarianship they practice each day. Any changes to our libraries must continue to emphasize that value. Recommendation #9b: A renovated or new small animal hospital is sorely needed. As a client of the hospital, I have seen how cramped and increasingly obsolete those facilities are becoming. The care my pet receives is excellent, but should be matched by the quality of the facilities.

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One of the reasons why I chose to work in a department of Geography is the fact that this department is part of a College of Geosciences. Geography departments can sometimes have a strong emphasis on humanities. I would like to suggest the creation of a School of Geosciences under the umbrella of the new College of Arts and Sciences. Some of the main concerns include our Environmental Sciences Program and the IODP grant.

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The Department of Economics has no interest in being part of the Bush School. It is not where we belong and our focus is sufficiently different from the Bush School's that it would lead to a serious degradation in the quality of the Department. Much of this reorganization is reasonable; there is far too much duplication of senior administration on campus. But Econ does not belong in the Bush School.

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Although I am new faculty, I am in the Biology Department and have had experience at previous institutions so will provide comment here. Recommendation #1: I am supportive of the plan to create a new College of Arts and Sciences. This is indeed an integration of foundational disciplines that is sensible and provides a coherent framework for the mission of those departments, the production of foundational knowledge. Recommendation #2: I whole-heartedly



support the recommendation to invest in the arts and to create a School of Visual and Performing Arts. As a scientist with an undergraduate degree in visual art, I have long believed in the power of integration between art and science and the potential for growth of the arts at TAMU is an exciting prospect to me. Recommendation #3: I am not an expert on journalism, but you don't have to be one to know that it is an essential component of our society and democracy. I see no downside to the recommendation to establish a Department of Journalism. Recommendation #4: I do not have input on the recommendation to expand the Bush School. Seems like a worthwhile investment but I am relatively uninformed on this topic. Recommendation #5: As new faculty in the Biology Department who has already established some synergy with other departments in the current College of Science, I sincerely ask that the administration reconsider this recommendation to move the Department of Biology out of the new College of Arts and Sciences. When I recently went to the faculty and staff meeting for the College of Science and listened to a summary of research programs of new faculty in other departments, I was deeply saddened to imagine being in a separate college from Physics, Math, Chemistry, and Statistics. Within the tradition of higher learning, these foundational disciplines are essential cohabitants. There is a new math/bio program that is being developed and my lab is already becoming part of that inter-departmental collaboration. I was surprised to read in the report that most peer institutions do not have a stand alone Biology department. In fact, all of the institutions I have been affiliated with have one. (University of North Carolina, Duke, and Indiana University). I was also surprised to see that, evidently among some, there is a perception that the Biology Department is underperforming. My observation is quite to the contrary of that--the department has successfully recruited strong new faculty (myself included) and the success rate for federal grants is quite high. I believe our department is currently projected (based on award notices and funding scores) to receive > 10M in federal grand dollars this year. It also is very clear that the department is functioning at a very high level in terms of undergraduate education. Based on casual conversations I have been part of or listened to in my short time here, this is something that faculty in this department have invested in heavily and are very proud of (as I believe they should be). Recruitment and retention of first-gen students and students from underrepresented groups is quite high and, unlike many departments and institutions as a whole, the Biology Department does not have an achievement gap in terms of graduation rates. In fact, I have not seen a single metric that supports the reported perception that the Biology Department is underperforming. I can also just share my personal perception that it is a highly functional department. This does not mean there are not disagreements or differences in perspectives among faculty at times! Indeed, by my standards, the most functional organizations are ones where disagreements can be shared (though with civility of course). This capacity for periodic--not chronic--disagreement among civil and reasonable people has been demonstrated among faculty already. I am on a search committee right now for 5 new faculty hires and am eager to contribute to the ongoing growth in a functional and productive department. The Biology Department, by all objective measures and by my own subjective perception, is on a steep upward trajectory. With its demonstrated record of producing substantive returns on institutional investment, I hope that the administration will reconsider it's plans to shuffle the structure of this department. Recommendations 6-9: I have no input to provide on these recommendations.

It is unclear where the poor perception of Biology comes from with respect to education: 1. The average time to degree for the Department of Biology BA/BS programs is just under 4 years. 2. Significant changes have been made to Introductory Biology courses, and DFWQ rates have gone down from 41% to 11% from Fall 2015 to Fall 2020. As, these courses are the gateway courses for all life sciences majors, this reductions means 731 additional students will make progress towards their degree in 2021. 3. Increased success in these introductory courses has not come at the expense of student learning. Assessments at the beginning of year 2 have remained constant or improved slightly in the different categories. 4. University retention of first year Biology majors from fall 2015-2020 has gone from 83.9%-95.9%, which is greater than TAMU's overall rate of 94.3%. 5. Biology eliminated the retention gap between high risk groups (first generation, Pell grant recipients, URM) and the rest of the student body. 6. UG majors in Biology have increased 57% since 2016 while overall growth for the university was just 12%. 7. Graduation of first generation students has increased over 80%. This increase tracks with the implementation of the BioFirst program in the department that targets incoming, first generation students. Part of this program helps students integrate into the department and make connections to the faculty they will be interacting with as they progress. If students are placed into an umbrella program, these personal interactions are lost. 8. As someone who teaches First Year Experiences, students are having no difficulty changing between the life science majors across colleges. It is unclear what would be gained from an umbrella program, as these students are already taking the same biology and chemistry classes. Furthermore, the math that is required for the different disciplines is different (and needs to be different for future courses). Thus many students could actually increase time to graduation because they took the wrong math and now need to take additional courses. If the problem

is changing majors, fix that. Additionally, all peer institutes house Bio departments (whatever they name them) in the CoS or equivalent. Only Cornell is in Ag. Biology majors require courses in chem, physics, math and stats which are CoS. The only courses required in Ag are biochem and genetics, which in most other institutions are part of their CoS. Thus, it makes sense to keep Biology in CoS.

Academic realignment is a matter that requires input from faculty, data-driven analysis and careful consideration, but this was not the process used here. Recommendation #1 proposes that the Colleges of Science, Geoscience and Liberal Arts merge to form a College of Liberal Arts and Science. This is based on "findings" that many other peer institutions use this model. There is no cost/benefit analysis as far as proposed cost savings in administration, no input from stakeholder faculty and staff and no consideration of the differing missions of these individual colleges. Establishing a School of Visual and Performing Arts in Recommendation #2 is a reasonable idea, but again suffers from no cost/benefit analysis, no input from stakeholder faculty and staff and no consideration of the differing missions of the affected units. The proposed Department of Journalism in Recommendation #3 seems to be an antiquated idea. Print media is dying and journalists can't find jobs, which is why the department of journalism at TAMU died years ago. In 2021 there is no good justification for a new department of journalism. Recommendation #4 seems to have merit. Of course there should be buy-in from stakeholder faculty and staff, who should decide how such a merger would occur. Recommendation #5, the creation of an Institute of Biological Life Science by moving the Department of Biology and the Biomedical Science program into the College of Agriculture and Life Science, is based on factually incorrect information, slander of the biology department by one or more of the unnamed people who were interviewed by MGT, and the adoption of model life science organization that is not used by ANY peer institutions in the USA. The report claims that "most peer institutions do not have a stand-alone biology department", which is factually incorrect. Among the 20 peer institutions used to produce the MGT report, 11 have stand-alone Biology Departments and the remaining nine institutions have two or three departments comprised of biological science disciplines. The report asserts that "based on comments during the interviews, there is a perception that the current Department of Biology is underperforming and there would need to be a significant investment to bring the productivity up to an acceptable level." The facts do not support this assertion. In 2019 the Department of Biology used a Strengths, Opportunities, Aspirations, Results (SOAR) strategic planning framework to develop a 10-year strategic plan. Since Biology enacted its strategic plan eleven faculty have been hired, including a new Department Head, and new and pending (i.e. those being transferred to TAMU plus applications with fundable priority scores) federal grant awards to Biology for the first 10 months of 2021 are in excess of \$20 million. This level of success in attracting talent and federal support is not consistent with an underperforming department. Biology has led the way in decreasing DFQ rates (without inflating grades) and increasing retention, particularly among first-generation and underrepresented students. This also isn't the mark of an underperforming department. Many other examples of excellence emanating from the Department of Biology could be included. The Department of Biology is on a definitive upward trajectory, and a pathway towards increased rankings is clearly described in the strategic plan. Removing the Department of Biology from the College of Science would deprive the College of a fundamental natural science. There is not a single peer university in the USA in which biology/biological sciences is not represented as either a stand-alone department or as multiple departments in a College of Science or a College of Arts and Science. The report presents the organization of life sciences at Cornell University as a model for TAMU. Cornell is the only university in which Biology is housed in the College of Agriculture and Life Science, and even at Cornell Biology is shared with the College of Arts and Science. Even with Biology partially in the College of Agriculture and Life Science at Cornell, the College of Arts and Science at Cornell has three biological science departments (Ecology and Evolutionary Biology, Molecular Biology and Genetics, and Neurobiology and Behavior), thus having Biology in a College of Agriculture and Life Science is an outlier model and the organization at Cornell doesn't deprive the College of Arts and Science from having biological science departments. 4. The report also asserts that the new Institute of Biological Life Sciences "will allow for easier collaboration for the biologically oriented faculty in the College of Agriculture and Life Science to collaborate with faculty throughout the university working toward similar interests." Collaborations in the biological sciences are based on mutual scientific interest, not on administrative structure. There is little evidence that administrative structures or proximity of labs (other than groups studying the same problem) produces a greater level of collaborative research. Importantly, the mission of Biology is different from that of the life science departments in the College of Agriculture and Life Sciences. The Department of Biology conducts basic research to reveal fundamental principles underlying biological systems and processes, whereas life science departments in the College of Agriculture and Life Sciences apply the basic understanding of biological systems and processes to improve crop and animal health/production. These differing missions suggest that moving Biology to the College of Agriculture

and Life Sciences would result in a mismatch at the most fundamental level while separating Biology from departments in the College of Science that conduct fundamental research in chemistry, physics, statistics, and math. The report claims that splitting the undergraduate biology “programs between three colleges creates confusion for students about appropriate majors and creates barriers to changing majors which results in increased time to graduation”, which would be solved by combining Biology and Biomedical Science programs with life science students in departments in the College of Agriculture and Life Science to create the Institute of Biological Life Sciences that would administer a unified first year curriculum. Biomedical Science and Biology undergraduates represent 69% of incoming life science students, with the other 31% coming from multiple College of Agriculture and Life Sciences departments. Biomedical Science and Biology students already follow the same curriculum in their first year. The most straightforward solution to the problems noted in the report would be for all life science students in the College of Agriculture and Life Sciences to follow the curriculum used by Biology and Biomedical Sciences. This can be most easily accomplished under the current administrative structure, where the first-year curriculum would be administered by the Department of Biology as they developed the curriculum and teach the core first year biology courses. Given the false data, slanderous opinions and the unjustified/unprecedented life science organizational models being proposed, I am confident that the teaching and research missions of TAMU are best served by the Department of Biology remaining as a core department within the College of Science, where the research mission is primarily oriented towards fundamental discovery rather than applied science. Recommendation #6 is to create a new Department of Library Science in a new College of Arts and Sciences. This may be a reasonable idea, but again suffers from no cost/benefit analysis, no input from stakeholder faculty and staff and no consideration of how such a department would fit in a College of Arts and Sciences. Recommendations #7 and #8 seem reasonable as long as there is a detailed cost/benefit analysis and buy-in from stakeholders. Recommendation 9a concerns moving the university studies degree program to a College of Arts and Sciences. I see no justification for having a university studies degree at all and believe that it should be eliminated. I agree with recommendation 9b to refocus the College of Veterinary Medicine to its core mission and to construct a small animal hospital. All other colleges should also be allowed to refocus on their core missions rather than dilute those missions as is proposed for the creation of a College of Arts and Sciences. I also agree with recommendation 9c to refocus the College of Architecture to its core mission. Again, all other colleges should also be allowed to refocus on their core missions rather than dilute those missions as is proposed for the creation of a College of Arts and Sciences. I agree with recommendation #9d as long as a cost/benefit analysis and input from stakeholder faculty and staff support such a recommendation.

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Recommendation #9d: Consolidate the Department of HLKN in the SPH, including clinical research associated with HLKN. I fully support the entire Department of Health and Kinesiology (HLKN) moving to the School of Public Health (SPH). I feel that the department’s mission and goals align well with SPH and Texas A&M Health more so than with College of Education and Human Development (CEHD). However, it is imperative that the entire department remain intact as the evidence-based success of the department is due to the essential interconnections that exist between all areas of the department in regards to teaching, research, and service. These interconnections not only support HLKN students, but also provide tremendous support campus wide in our undergraduate course offerings, which serve 17% of the total undergraduate enrollment at Texas A&M–College Station in addition to providing essential courses to fulfill the ICD/CD requirements. Separating our units will negatively affect student offerings and student success. The interconnectivity of the department also provides essential services to the Texas A&M Athletics Department by way of clinical and research support as well as providing undergraduate and graduate interns and fellows to support their programs. With the support of the department’s programs in Athletic Training, Sport Management, Sport Performance, and through the Huffines Institute for Sports Medicine and Human Performance, and researchers in the Human Clinical Research Facility (HCRF), Athletics successfully competes in the SEC. In addition, the tremendous services provided to the university community, as well as local and state occurs interdivisional and interprofessionally between the four divisions in HLKN of Health, Kinesiology, Sport Management, and Physical Education Activities Programs along with the Huffines Institute for Sports Medicine and Human Performance, the Thornton-McFerrin Coaching Academy, and the Human Clinical Research Facility. In conclusion, I fully support moving HLKN to the SPH as an intact department. I understand that Recommendation #2 moves the Dance Science program to a new School of Visual and Performing Arts. The Dance Science program is a Kinesiology degree so my hope would be if this occurs, that Dance Science is able to maintain its connections to HLKN and Kinesiology since it has been developed very uniquely as a science based program, versus strictly a dance studies or performance program which is not unique within Texas or nationally.

Because I work for the Department of Health and Kinesiology, my comments will focus on Recommendation #9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. Moving the Health division from the HLKN department is understandable, but it'll be problematic with all other divisions included, i.e., Kinesiology, Sports Management, and PEAP because these divisions can be standing alone without associating with the SPH. I heard someone proposed breaking the HLKN apart and moving to separate sections. However, as a unit, our department has worked together to build our curricula and develop our mission and vision. Breaking it apart will have to force many faculty members realign their curricula with the receptive section. Based on the number of students and faculty, I'd suggest upgrading the HLKN department to School of Health & Kinesiology while integrating the existing SPH. This way, we can consolidate the sections while keeping the integrity of both HLKN and SPH.

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Many of the findings/proposed realignments seem fine to me. However, I am a bit concerned about the proposal for my department. I am in the sport management division within HLKN. The thought of realignment is attractive for our program but our program (sport management) would be miscast in the college of public health. Frankly, we do not fit well in our current department anyway. Our program focuses on advancing scholarship and creating practitioners in the sport industry. In that regard, much of our program focuses on business aspects of sport (i.e. event operations, managing organizational structures, marketing and promoting sport events). Thus, I'm not sure we fit within a department or college that largely focuses on figuring out exercise and health interventions. If the goal of this report/consultancy was to figure out how to best align programs and departments where they make sense, the sport management program (which currently serves 1000+ students in our university... and houses some of the top researchers in our field) does not fit with HLKN as a whole nor would it fit with school/department of public health. Last note... our sport management program is generally considered one of the top programs in the country/world. From a scholarly standpoint, we have two Zeigler award winners (the top researcher award in our field) and 6 of our 10 tenured/tenure-track faculty members are research fellows in our largest sport management association (North American Society for Sport Management). We have partnerships all over the world and have multiple robust academic program offerings. Thus, academic realignment is a good thing...especially for our department (we do not fit with the College of Education and Human Development)... I would like the president and whomever is involved in realignment decisions to understand that our program is the black swan in our department and would fit better with other units across the university (e.g. Rec, Parks, and Tourism, or even the new performing arts college as sport is an entertainment endeavor).

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I am full support of the proposal in regards to Academic Realignment and support for a new Visual and Performing Arts School. I believe it is important to look to our peer institutions to stay competitive and relevant as a leading R1 institution. Art and Science Initiative: A&M is well positioned to be a leader in the Art and Science Movement. Although there are some current A&M programs and departments that engage in this area (ie. Visualization), the institution could be much more forward thinking in this area. The Visualization Department currently focuses on "Computer Science" and Art - however, the "Science and Art" movement is so much broader than this - such as Bioart, Ecoart, etc. While there are many great Art Programs across Texas colleges and universities, the focus is mostly general in nature. We could set ourselves apart from these other institutions by having a strong focus on Science and Art Collaborations. Note: There are other institutions across the nation that are opening up majors in the area of Science and Art, (such as SVA, NY) but these institutions do not have the resources that we have in regards to world-renown research, facilities, funding, and perhaps a new Natural History museum. Creativity is a critical quality that we need for the 21st century in order to help solve some complicated challenges that we face. The arts can help nurture and develop this in our students, no matter what field or discipline. Many other local institutions are seeing the value in investing in the arts - Rice (traditionally a school not recognized for a place to major in Art) is now creating a large Art Complex on campus in hope of growing in this direction. There is talk that UT will be opening a satellite Arts Campus in Houston in the next ten years. I believe that it is not optional but necessary for A&M to move in this direction to remain a relevant, leading institution or it will be left behind. Again, in all of these initiatives, finding the right experts to help us move in this direction will be imperative. Otherwise, efforts could be futile. Recommendation #2 I believe that it is in the Department's best interest to move to College of Arts and Sciences and be part of the newly formed School of Visual and Performing Arts. We have much to gain in this initiative, such as new faculty, resources, facilities, etc. There is a strong hesitancy in the department about this proposal, mostly because there is a fear of change and growth, and the "Computer Scientists" in the dept are fearful of the programming swinging too much in the art direction. Many are claiming that they "like" being in the COA. However, I feel like while being associated with the College of Architecture

seems strategic in theory, it does not translate well in practice. The reality is that there is not a lot of cross-pollination or partnership in regards to programming between the departments. While change is always challenging, I see us having more potential for cross-disciplinary opportunities and global exposure than what currently exists in COA. Again, Texas A&M is well-positioned to be a leader in the Science and Art Academic Movement - other schools are currently investing in this direction but do not have the same resources and ground-breaking research that A&M has in this area. "Science" is so much more than "compute science". Visualizations can be broader than industry, business, and entertainment. I see this new initiative as a way to facilitate necessary change, think larger, and to position VIZ and A&M to be leaders in the 21st century. As a professional artist who teaches at A&M, I frequently get comments from friends, family, and colleagues such as "Why are you teaching at A&M? There is no art community or programming over there?". This is somewhat embarrassing for me and I have to back peddle and explain that there are efforts/projects related to the arts (ie. the new Engineering building). But A&M is a R1 University, this should be a point of pride for our school, on par with our football team. I am very excited about this study. I think it is overdue and time for A&M to invest in the Arts, be forward-thinking and leaders in this field as we are in Engineering and the other Sciences.

I would like to address the move of Construction Science to Engineering specifically. I honestly have tried to think of all sides of this decision and weigh the pros and cons in a logical, un-biased manner. There are probably some areas I haven't thought about and I acknowledge that as well. Overall my thoughts are that the Construction Science Degree is FAR more aligned with a Business Degree than an Engineering one. Had anyone asked our faculty I believe they would have discovered this. Our degree is one of managing the Business side of the construction industry, not designing it. Our graduates work with engineers, but the vast majority of the contracts they administer are with architects. It is far more important to be able to understand and work with architects than the engineer side. If any move made sense, business would, but not engineering. I think we should stay in architecture and work on perceived and real problems here. The reality is that once these students graduate, it is the architect who plays the biggest role on the sites.

What is the percentage of the current VIZ faculty who are in favor of realignment?

I am not sure what academic realignment is and I am awfully worried about what I read in the report. The report starts with saying that things are decentralized at Texas A & M and they need to be centralized. Well, in the college of engineering, the president (who was then the dean of engineering) said the same exact thing and centralized many of the resources we have in the departments. Things have gotten worse over the last 6-7 years than what it was before she was the Dean. We had more resources for students, the cost of education for students was much lower and faculty also had more resources to help the students before. Now, what she is trying to do is to replicate this at the University level which is not definitely the right direction to go. To me, it seems like the President has already decided what she wants to do and using this whole process like a gimmick. When she was the dean, she never got input BEFORE making the key decisions and this is exactly what she is planning for the University also. I am very skeptical of the directions outlined in the report.

I am opposed to the idea of creating a new College of Arts and Sciences. There is no common ground among arts and sciences, and in peer institutions this usually comes from historical reasons. Currently, the College of Science (CoS) has been very successful by its own, and there is no evidence nor rationale that suggests having the college merged into a bigger one will bring any advantages to the CoS. In fact, by losing a Dean who is totally dedicated to science, it can actually hurt the departments that belong to the CoS. I would like to see a more careful cost-benefit analysis before any decision on this is taken. Instead, I support the idea of creating an Institute of Data Science. This is something that several peer institutions have been doing recently since data science is becoming very important these days. This can have benefits both in creating a specialized unit for students who might be generally interested in this field and for which careers are in high demand), and also to strengthen research in this multidisciplinary area, both within departments working on the fundamentals of data science as well as collaborations across the university since everybody needs to use data.

It is easier to break something than to build something. Justification for changing and consolidating departments and colleges seems to be focused on alignment with the mission of the colleges impacting. The mission of the College of Veterinary Medicine AND BIOMEDICAL SCIENCES has for over 50 years been veterinary medicine AND BIOMEDICAL SCIENCE, for instance. The mission seems to have been redefined by fiat, and then realignment justified in part by misalignment of academic programs with the core mission of the college. This approach to change does seem to be a dangerous loophole in university rule 2.01.99.M1 (University Statement on Academic Freedom, Responsibility, Tenure, and Promotion), specifically section 6 (POLICIES GOVERNING THE LOSS OF TENURE), which can allow tenured faculty to

be terminated (Section 7 The Reduction or Discontinuance of Institutional Programs not Mandated by Financial Exigency), when justified in terms of the mission of a college or department: Section 7.2.2 "Such decisions shall reflect educational considerations based on long range judgments. Those judgments shall be made in consultation with appropriate faculty representatives, including the Faculty Senate or its designated representatives, and reflect the view that the EDUCATIONAL MISSION of the DEPARTMENT or COLLEGE affected or that of Texas A&M University will be enhanced by the reduction or discontinuance." Tenure, arguably one of the pillars of the University Statement on Academic Freedom, Responsibility, Tenure, and Promotion, is meaningless if the mission of a department of college can be redefined by an external consulting group, in absence of due process. The argument for enhancement of the mission of Texas A&M University at the cost of the mission of a College has not been fully justified, neither by examining the written and longstanding mission of the College of Veterinary Medicine AND BIOMEDICAL SCIENCES, the rather focused mission of COALS, nor from consultation with the Faculty Senate. Removal of the Biomedical Sciences Program, focused on health, from the College of Veterinary Medicine AND BIOMEDICAL SCIENCES must be justified in terms of enhancement of the education of students studying Biomedical Sciences and faculty engaged in biomedical research. Arbitrary redefinition of Mission, especially in absence of justification based on data including evaluation of student learning outcomes, lack of consultation with appropriate faculty representations and Faculty Senate, means that tenure can be revoked at whim. It is not only the Biomedical Science Program that can be harmed, but also the system of tenure and the ability to attract world-class scholars and instructors that have the necessary degree of academic freedom needed to innovate. Without a deliberative, data-driven, approach, the trust in Texas A&M as an institution can be damaged. It is easier to break something than build something. First do no harm.

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The College of Arts and Sciences is a very good idea.

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President Banks, Thank you for allowing us to provide feedback on the possible changes occurring at Texas A&M University. This process is an excellent way to better ourselves as an institution by more fully recognizing each program's impact on the students at TAMU. I want to take this opportunity to better explain my [REDACTED] program to you in an attempt to add to your understanding of who we are and what we do. Please feel free to reach out if you have any questions or need additional information [REDACTED]. Our Sport Management program is multifaceted; providing leadership, instruction, and scholarship is the vast area of sport. Our Sport Management program trains and mentors future sport organizational managers and global citizens for sport careers and beyond. These careers include, but are not limited to, management, marketing, environmental sustainability, sales, promotions, fan behavior, facility and event management, leadership management, business planning, financial management, and sport communication. The Sport Management undergraduate curriculum was recently redesigned and developed with industry feedback to provide the knowledge, skills, and values graduates need for marketability and success (discipline-specific and transferable). Our courses are delivered in a manner that enhances our students' problem-solving and critical thinking skills so they can apply what they learn in their courses to industry practices. The sport industry is highly competitive, so we seek to provide multiple opportunities for our students to gain experience in the industry. These experiences come through the College Sport Lab (Cotton Bowl Experience and FCS) and the Culminating Experience all undergraduate students must complete for graduation. The Culminating Experience creates opportunities for students to customize their education based upon their future career plans. Culminating Experience options include 1. Internship, 2. Capstone (Entrepreneurship and Consulting), 3. International Experience (Study Abroad, Foreign language development), and 4. Undergraduate Research (Data Analysis, Graduate school preparation, enhanced research skills).

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I am concerned about the comments in finding #5 which revolved around the Biomedical Sciences Program. I come from a highly esteemed Biomedical Sciences Program (UTGSBS) and did all of my graduate, postdoctoral training, and had my first faculty position in the Texas Medical Center. I DO prominently human based research studies, but utilize animal models for translational medicine and comparative biology applications. One thing that attracted me to be part of the BIMS program based in the CVMBS (and convinced me to make the transition to a tenure-track faculty position here just two years ago), as opposed to being part of the Biological Sciences or College of Medicine was a number of things, but some prominent reasons are the strong curriculum that is directed toward understanding health and disease that builds a strong foundation whether the students are going to med school, dentistry, nursing, or vet school. The BIMS program is a very distinct program from other undergrad and grad program, BIMS educates students in a strong basis of animal sciences, human sciences, translational sciences, biomedical innovation and discovery, global service, and outreach, and looks at the "big picture". The students are largely successful, and I believe part of this success IS ABSOLUTELY attributed to the fact it is housed in the CVMBS and its dedicated faculty. The success, diversity in expertise and research, caring

for training and education of this program's faculty is something that is unparalleled across campus (particularly the administration and service of its Dean's particularly Dr. Mike Criscitiello and Dr. Bill Murphy who care IMMENSELY about the faculty, research, grad studies, and undergrad programs) . And I think if you were to centralize this program, it would be an absolute detriment to its success. In addition, there are some items that are not unclear to me and appear that they would directly affect someone like me who is housed in the CVMBS, but I do NOT do Veterinary Medicine. I do biomedical research and I teach and train students in biomedical sciences.

1. How would the BIMS program would be administered in the proposed Institute of Biological Life Sciences, which also includes the Department of Biology. What would be the distinction?
2. Would CVMBS faculty like me who teach in the BIMS program move to the new institute?
3. Does the proposed move of the BIMS program include our BIMS graduate program or just the large undergraduate component?
4. With that being said, I also teach graduate students, so how does this effect faculty who teach in the BIMS graduate program and train them in research?

Recommendation 1: I support the creation of a unified college of arts and sciences. It is in line with many other institutions, and would house the majority of fundamental science research in the university, promoting interactions and collaboration across departments. Recommendation 2: I strongly support the of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school. This will truly elevate the university to match similar schools and draw diverse students/ faculty to campus

Recommendations 3-4: I do not have comments Recommendation 5: I strongly disagree with housing the Department of Biology within AgriLife! The proposed institute is a good idea, but it should be housed in the college of arts and sciences. There is no precedent in any schools in the country (and outside the US), where Department of Biology is not housed in the college of science (or arts and science). As a department housed in the college of science it draws in students and faculty interested in biology as a diverse fundamental discipline. Moving it to the college of Agriculture, which emphasizes applied research will diminish recruitment and retention, and strongly hurt the image of both the department, and the college of science. Not to mention, it will undermine the other disciplines in the college of sciences who rely on close collaborations with Biology, such as Psychology, Statistics, Chemistry. Thus removing the Biology Department from this college will hurt a number of other Departments, their students, and faculty. As a molecular neuroscientist in the Department, this is particularly the case. Being part of the college of arts and sciences, I am able to interact with other leaders in the neuroscience field in the college. These collaborations and interactions will not be possible in AgriLife. Recommendation 9: I support these initiatives

I am a tenure track faculty member in the Department of Biology. My comments will focus on the section of the report that suggested that Biology is underperforming and that our department may, in part or whole, be realigned towards The College of Agriculture. The claim that my department is underperforming was supported with zero data. I challenge this statement along several lines: 1) Since I was hired in 2017 14 new faculty have joined my department. We are a productive and dynamic group of young scientists. Together with a core of existing mid and senior career faculty, we have become a department exceeding TAMU averages and our historical performance in both research and teaching. 2) Our performance and promise are broadly recognized. Just since the beginning of this year, we have secured over \$20,000,000 in external funding for research! In 2021 we recruited the largest and most qualified cohort of graduate students since my arrival at Texas A&M. Our faculty searches now regularly attract the very best postdocs worldwide, and we have successfully recruited these faculty to join our department. We are recognized for our excellence in several fundamental subdisciplines including biological timing, evolutionary biology, microbiology, and spinal cord injury. 3) We have made remarkable strides as the hub of undergraduate life sciences education at Texas A&M. We have implemented an array of best practices in freshman-level courses leading to a drastic reduction in DFQ rates with no decrease in rigor. Through an innovative BioFirst program (first-generation support system) our first-year retention rate is now greater than 95%. Since 2016 biology undergraduates have increased by 57% compared to the university's growth of just 12%. We have worked across departments (Math and Statistics) and colleges (College of Engineering) to customize course content for non-majors students in BIOL classes and to make sure that life science students taking courses in other departments get the education they need. The last item I will address is the home of Biology. The report is vague in its wording but has been interpreted by many to mean that the Department of Biology may be moved to the College of Agriculture and Life Sciences. This would be quite simply a huge impediment to continued success, faculty retention, and undergraduate education. A great deal of my success as a junior faculty member (\$1.3 million in grants, 18 manuscripts, 5 Ph.D. students, 27 undergraduate researchers all since 2017) has been predicated on the existing structure of my department and college. I have been a member of several departments thus far in my career and it is exceedingly rare for a biology department to be part of a school of agriculture. These colleges have

fundamentally different cultures, and Texas A&M would be an outlier if it placed Biology in the College of Agriculture and Life Sciences. Texas A&M's Biology Department is focused on fundamental research and as such it belongs with other fundamental fields of science like math, physics, statistics, and chemistry. Movement out of the College of Science would also hinder my ability to attract students to my lab. My very best undergraduate researchers from outside my department have come from math and statistics. Each published first-author manuscripts as undergraduates and now are Ph.D. students at Berkeley and UW-Madison. I fear that placing Biology in the College of Agriculture will negatively impact my securing federal funding. I do not do applied research. Many of the mechanisms to which I apply do not allow applied research. Our close connection to math and statistics is fundamental to me having a quality environment for the execution of my research. Finally, the Biology Department works closely with Chemistry, Statistics, and Math to harmonize undergraduate stem education. Placing us in separate colleges would create additional barriers to communication and collaboration in Texas A&M's mission to provide quality STEM education. A true data-driven analysis of departments on our campus would reveal that the Department of Biology is a department to be emulated and invested in, not a department in need of reorganization.

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I will focus on Finding #5. A number of comments are incorrect, and these drive the recommendations. First, despite what is written, nearly all schools in the top 150 (and all peer institutions) have stand-alone Biology Departments, or Departments split between molecular and evolutionary biology. It is critical for the institution to maintain a strong-stand alone Biology Department. Second, it is unclear why the Institute for Biological and Life Sciences would be housed in COALS. Currently, the vast majority of Life Science students (including all of BIMS, Biology) take freshman and sophomore courses through Biology. In addition, all other major service courses (Physics, Math, Chemistry, Statistics) are housed in the proposed College of Arts and Science. Therefore, it would make the most sense to house this Institute in the new college of Arts and Science. It is important to note that Biology degrees (and Departments) are almost exclusively run through Colleges of Arts & Science, or its equivalent. This is true for all peer institutions and SEC schools. The only exception in the top 150 ranked schools is Cornell, where students can major in Biology through Arts and Sciences or Agriculture. This is a reflection of Cornell's unique public-private partnership, and therefore may be less applicable to TAMU. Despite the noted 'perception' that Biology is underperforming, it is one of (if not the) top life science department across campus. It is rapidly growing, with a 41% increase in majors over 4 years, with similar growth in research. Therefore, it is positioned to lead any consolidation of life sciences that might occur.

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I write as a tenured faculty member in the Department of Biology. I will address two aspects of the NGT report that stand out as being particularly ill considered and detrimental to the educational and research missions of Texas A&M University. The first, the centralization of advising, is a campus-wide issue that would adversely impact nearly every TAMU undergraduate. The second, the removal of the Department of Biology from the College of Science (or Arts and Sciences) and the likely break up of the Department and the dispersion of its faculty in the College of Agriculture and Life Sciences, or into premature forced retirement, would wreck havoc on a Department that successfully balances both its research and teaching responsibilities, and do little to improve the research and teaching missions of the University. The proposal to centralize undergraduate and academic advising seems so obviously wrongheaded that one wonders whether it was included in the report as a bargaining chip, a section that was intended all along to be eliminated as part of a "compromise" that would provide evidence for give and take in any negotiations about the implementation of the report. Rather than highlight the flaws inherent centralizing academic advising, I will refer to the short presentation made by Dr. Heather Ramsey of the Math Department at the Friday Oct 30 forum hosted by the faculty senate (The session was recorded). In just a few minutes, Dr. Ramsey, using her experience as instructor and academic advisor, pointed out the mistaken assumptions in the report, the adverse consequences of the proposed changes, and the superiority of an approach that appreciates the need for specialization in advising. It was a remarkable presentation that quite simply eviscerated the report's recommendation. I urge those who will evaluate the report to watch Dr. Ramsey's presentation, both for the specifics but also as a model of how to present a clear and effective critical argument. My main purpose in writing is to suggest that the transfer of the Department of Biology to COALS is a mistake. If one were to create an Institute of Life Sciences (Biological is redundant in the title) from scratch, it would certainly not be placed in a College of Agriculture. Rather it would be housed in a localized College of Science (or Arts and Sciences) that is dedicated to the principle of fundamental basic scientific research. The Institute would have divisions or departments that might include Cell and Developmental Biology, Molecular Genetics and Genomics, Biochemistry, Microbiology, and Ecology and Evolution. The divisions would not be strict, because such fine divisions have broken down in modern science, but would cluster generally similar research programs to concentrate talent and resources and facilitate collaborations. It would by necessity have strong connections to other fundamental sciences:



Chemistry, Physics and Mathematics. Importantly the divisions would be located in close physical proximity, as physical distance is a strong barrier in practice. The institute because of its concentrated focus could develop an undergraduate program along the lines of what the MGT report imagines. An organized common core, and later specialization to a program most inline with student's interests. At TAMU, we can't realistically build such a program from scratch, so the question is how best to create one that manages to achieve excellence in both research and education. I think the best strategy would be to consolidate strengths. The current Department of Biology has strong, successful programs in many of the areas that would be central to an Institute of Life Sciences. The Department of Biochemistry does as well. If the faculty of the Departments of Biology and Biochemistry formed the core elements of the new Life Sciences institute under the umbrella of College of Science it would be an strong foundation for expansion and development. Some expansion would be from consolidation of current TAMU faculty, specifically COALS faculty who belong in such a Life Sciences Institute but who are currently thinly scattered and isolated in a large number of Departments whose missions are often distinct from those of a Life Sciences Institute. But most expansion would come from attracting new faculty into a program and College dedicated to excellence in the basic life sciences. The MGT proposal takes a different approach, one that would dilute a strong Biology program by mixing it with the far broader and, mostly, weaker programs currently present in COALS. A Life Sciences Institute under COALS would likely suffer from a split personality in administration. One that is dedicated by history, and practice, to an Agricultural focus but cognizant that a modern Life Sciences Institute must shed that focus to a considerable degree. Split personalities do not lead to focus and success. Dismantling a program, like Biology and incorporating its best elements into a large set of weaker parts would not make a stronger whole. It would likely lead to departure to other universities of many of the most successful faculty and a overly broad life sciences institute that lacks sufficient focus for real success. I do not think it necessary to maintain the Department of Biology in its current form over the long run. Sensible splits along a small number of obvious research divisions could work well in a new research institute provided there is sufficient proximity to permit continued interactions among friends and colleagues. Combining strong programs from Biology and Biochemistry and from disparate parts of COALS into a concentrated research institute dedicated to basic science would be the building blocks of success for Texas A&M.

1. Problem: none of the stated "peer institutions" in the report are land-grant institutions. Your report compares apples to oranges to such a degree that it undermines its credibility. 2. Regarding the report's claim on page 25 that creating some uber-college of arts and sciences (CAS) somehow "creates a stronger advocacy for the liberal arts education at a STEM-focused university," the stated justification makes no sense. If anything, such a STEM-dominated uber-college will overwhelm the humanities which have suffered greatly in the 24 years I have been here. There is a grave danger in humanities scholars being given short shrift or denied tenure and promotions because their professional standards are so different from a colleague in math or chemistry or oceanography. DON'T DO THIS!!! 3. Pages 31-32 suggest making the TAMU Libraries a subdivision of the proposed uber-CAS. There are multiple problems with the proposed ideas. A) The TAMU Libraries serves the entire university, TAMU system, and State of Texas. Currently, the Dean of the Libraries has a seat at the table at the Council of Deans meeting; this is very, very useful for the library to be aware if changes in the curriculum are in the offing, and the Dean of the Libraries can disseminate important information to her/his fellow deans. If subsumed by a single college, there will be too much opportunity to claim ownership of the resources upon which other TAMU departments, colleges, and extension agencies depend. B) The same pages in the report recommend creating a bachelor's program in library and information science. I don't care that Univ. of Oklahoma offers a bachelor's program in library science. It is NOT a viable degree! The State of Texas already has three (3) ALA-accredited MLS programs, and I do not see the Texas Higher Education Coordinating Board approving another one. C) Most librarians at TAMU do not hold a doctorate degree (I am one of the exceptions). Our MLS degrees are mostly an applied degree, not a research-oriented degree. While I applaud the report's concern that finding high-quality information is so important, most existing TAMU librarians are not trained, nor do they have the talents required, to teach full-credit classes. This is setting good people up to fail. It also shows me the authors of the report have no clue about how libraries actually function, and that their conclusions cannot be trusted. 4. As I understand the report, the College of Liberal Arts, College of Science, and College of Geosciences will become one uber-college. What will become of Mays College of Business? The College of Architecture? The College of Education? Why are they not being swept into this monstrosity? Are they being excised? IF TAMU is reduced to only four units, where are these? Also, since you are robbing the College of Architecture (which the report claims is so highly ranked, see page 37) of two core departments, how is it to go forward as a viable separate college? Or does it also get swept up into the ginormous College of Arts & Sciences? 5. If other land-grant, peer institutions actually have colleges of arts & sciences with a similar collage of programs, why does

the report not list those institutions? I could see some regional university like Sam Houston State, or University of Alabama-Birmingham having a CAS, but a comprehensive Carnegie 1 flagship such as Texas A&M deserves better.

I have no problem with merging science and geoscience, but the notion of a college combining liberal arts and mathematical/physical sciences but with no life sciences is bizarre! Differences in culture and funding mechanisms will lead to serious problems. The report's attempts to rationalize alignments seem strangely selective. They are concerned that physical education is not part of public health, but have no comment on the existence of a biochemistry department separate from both chemistry and biology. There is also no comment on the anomaly of two computer engineering departments in the same college! Do I smell some sacred cows in the room?

[REDACTED] SUBJECT: DEPARTMENT OF JOURNALISM My department houses journalism. I strongly support continued growth and consolidation of journalism at TAMU, including the creation of a department of journalism. This is an exciting idea. It is my view that there is a bolder and faster approach to achieving this end, and here I wish to describe this alternative approach and how my department will work constructively to help with this realignment. I believe that my alternative proposal has far wider support at TAMU than the MGT approach, as I have collected 22 letters of support for it key friends of journalism at TAMU. [REDACTED]

My alternative approach is to concentrate TAMU journalism in a renamed/rebranded Department of Communication & Journalism, with a longer-term goal of situating a new Department of Journalism in a new School of Communication. In the immediate term, I will work with TAMU to carry out this rebranding/renaming and build to journalism here in my department. This is an approach that can work because it does work at aspirant programs. As noted in the MGT Report (p. 137), placement of journalism programs in schools and colleges of communication are common at other large, research-intensive institutions (e.g., UT-Austin, U. Colorado, U. Miami). The advantage of this configuration is that it concentrates departments focused on issues of communication, media, technology, and data visualization/information science in an academic unit that fosters collaborative and interdisciplinary research and teaching. Here I briefly provide a brief history of journalism in the Department of Communication (addressing two misleading statements in the MGT Report), outline my proposal, and list what I believe to be its advantages over the MGT recommendation.

BACKGROUND The Department of Communication absorbed Journalism Studies in 2018. We now administer a University Studies degree in journalism, as well as a journalism minor. In just three years, we have grown journalism from 35 to 68 majors. (The MGT Report noted that in 2019 – 2020, we only awarded 14 Bachelor of Arts in Journalism Studies. All of those were students we inherited from the prior and failed Journalism Studies program.) The way that we have achieved this rapid growth is through through cross-University partnerships and wide-ranging initiatives. (The MGT Report suggested some of these partnerships/initiatives as possibilities that should be considered; p. 28. We have already enacted their recommendations and more.) We have forged alliances with 12th Man Productions and negotiated paid internships with Texas A&M Athletics. We now provide practicum support for The Battalion and other off-campus media partnerships. Our successes can be measured by the many journalism students who won 2020 Associated College Press awards for their Battalion bylines (in the face of competition from larger journalism programs). We hosted recruitment events that gave our students contact with national professional journalists, notably the Diversifying Journalism Conference and the 2020 State of Texas Barbara Jordan Media Awards (at which our students also won prestigious awards). In short, the Department of Communication is rebuilding Journalism at TAMU. We will do this at a faster pace and build a far more exciting program if we have university support and so I am excited by the possibility that may have opened with the release of the MGT Report. In spring 2020, [REDACTED], Prof. J. Kevin Barge, commissioned a review of our journalism program. The external review committee commended the Department of Communication for reviving journalism. Obstacles to growth it identified were the absence of the word "Journalism" on our graduates' USLA degrees, the fact that we directly compete with a larger journalism department in the College of Agriculture, and constraints due to our small size and limited resources. I agree with these analyses. [REDACTED]

One area is our historic strength, the Communication Arts ("Humanities and Critical/Cultural Studies"). A second area is targeted for strategic growth consistent with growth in the field, Communication Sciences ("Social and Media Science"). The MGT Report recommendation to merge three colleges into the College of Arts and Sciences maps cleanly onto these

two areas, and so I am excited about this innovation as well. The third area of concentration was created to provide students professional and marketable skills in communication, media, and journalistic disciplines, as well as build media literacy and competence ("Journalism and Media Practices"). To solidify this area, the Department of Communication has prepared paperwork to rebrand our B.A. and B.S. degrees in "Telecommunication and Media Studies" with the new name "Journalism and Media Studies." These rebranded degrees can be available in fall 2022 and would be paired to a 3+2 Master's degree program. PROPOSAL (1) As a first step, immediately rename/rebrand the Department of Communication as the Department of Communication and Journalism. (2) Consolidate TAMU journalism (faculty, programs, degrees, and resources) in this rebranded department and provide other investments, as needed. (3) Remove the journalism track from the University Studies degree. (4) Support the development of journalism and other communication, information, and media concentrations within this new department, to grow into semi-autonomous academic units. (5) After sufficient growth, create a new School of Communication from this department. This new school might reside in the College of Arts & Sciences or it might become an independent unit. IMMEDIATE ADVANTAGES (1) TAMU's journalism program will continue refabricating within an existing and supportive department, now with necessary resources. This home for journalism will eliminate the short-term need to create leadership and administrative structures for a new journalism department. (2) Communication's new department title, our rebranded degree options, and the concentration of TAMU journalism faculty and resources in a single department will send a clear message to our students, alums, stakeholders, and Texas: Texas A&M Journalism is Back. (3) As noted in the MGT Report, "media literacy and communication skills are key for students to develop and implement in any career." Also key, I would argue, are the needs for science literacy and grounding in the humanities and ethics. The Department of Communication and Journalism will have greater capacities to provide such multifaceted education to our students than a Department of Journalism that is placed in the College of Arts and Sciences or a Department of Communication that excludes journalism studies. LONG-TERM ADVANTAGES (1) Journalism and communication disciplines share overlapping needs to adapt to quickly changing media, information, and technology landscapes. The proposed configuration consolidates hiring and strategic planning to address future challenges and opportunities. (2) A future School of Communication will position TAMU to be a national and international leader in the interrelated arts, sciences, and professional practices of communication, journalism, and media, creating opportunities for the development of new departments, initiatives, and majors that share these concentrations. (3) A world class, interdisciplinary School of Communication at TAMU will create far greater opportunities for generating extramural support and foundation investment than will the two disconnected, stand-alone departments recommended in the MGT Report.

I am a tenure-track Assistant Professor in Biology.

My concerns about the MGT report are almost exclusively focused on the issues pertaining to Biology and the potential creation of a new "Institute of Biological Life Sciences" (Finding #5 and Recommendation #5). The perception that the Biology Department is underperforming is simply not true. It is totally unclear what data this perception is based on. This may have once been the case (i.e. 10 years ago or more) but in the last 5 years, our department has been on a tremendous upward trajectory with regard to our teaching and research missions. It seems that not a single member of the Biology Department, nor the Dean of the College of Science, was interviewed in the generation of this report. It is apparent that our department is being unfairly singled out with zero data to justify it. Research: I am one of 14 new faculty members who has joined the Biology Department since 2017. This is a new, highly competitive crop of scientists who are showing success in bringing in research funding from federal agencies. For example, this year alone we have brought in upward of \$21 million in new external funding. Together with established, highly successful mid-career and established senior faculty, our research trajectory is on a solid upswing. We also have extensive collaborations within the College of Science. The Biology Department is also recognized on an international stage for our excellence in key research areas, including Biological Clocks, Spinal Cord Injury, Evolution & Ecology, and Microbiology. We are attracting world-class, ultra-competitive new faculty members because of our department's "brand". We are not simply performing at an "acceptable" level but we are excelling in our research. Teaching: Here are some statistics that clearly demonstrate the effectiveness of the Biology Department's teaching mission. (1) The DFQ rate of BIOL 111 reduced from 40.7% in 2015 to 11.2% in 2020. (2) The first year retention rate of Biology majors increased from 83.9% in 2015 to 95.9% in 2020. (3) The number of bachelor's degrees in Biology awarded in 2020-2021 is already over 40% higher than the last academic year (without factoring in 2021 graduates). (4) The number of 1st-generation college students graduating with Biology degrees is already over 80% higher than the last academic year (without factoring in 2021 graduates). (5) The number of Biology undergraduate majors has increased 57% since 2016 (currently 1942

undergrad majors). This compares to 12% over the university as a whole. These are just some statistics that demonstrate we are far exceeding an “acceptable” level of teaching. The benefits of the proposed restructuring of the Life Sciences are wholly unclear. A restructuring of this magnitude seems ill advised without systematically studying how the proposed changes would affect grants, ranking, and existing collaborations of Biology faculty within the College of Science. It is clear that such an analysis has not been done. Additionally, Biology departments are almost never in Agriculture schools, and such a move may hurt research and disrupt ongoing initiatives in the College of Science. If Biology is asked to move to the College of Agriculture & Life Sciences, I am convinced that this would have an enormous net negative impact on the University. It would negatively impact morale and make it much harder to attract additional new “star” faculty to the University, because it would destroy our “brand”. There are no obvious benefits to such a restructuring.

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I do not see the benefits of throwing departments from the College of Science, the College of Agriculture, and the College of Liberal Arts all together in one mega-sized catch-all "College of Arts and Sciences". The "cultures" of the departments involved are highly varied in teaching, research, and service. The reorganization is bound to generate a proliferation of associate deans of varying competencies, with the result of an incoherent, uneven administration of policy. I do not see either academic or research advantages to such hyper-centralization. One of the most troubling proposals to centralize advising university-wide. Advisors need to have expert knowledge of students' majors, and they need to remain in close contact with the departments whose students they are advising. Why does advising need to be under the thumb of the upper administration? That would not be in the interests of either students, or faculty, or departments. It would simply transfer more power to upper administration. The idea of sending the Department of International Studies to the Bush School is incongruous, since the Bush School does not have an undergraduate program and since INTS is not focused on geopolitics, but global languages and cultures.

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Yes, I agree there is overlap in the life sciences across campus. These overlaps were created well before I got here in 2008 (going back to the 80 and 90's I believe). Yes, I agree that College of Veterinary Medicine and Biomedical Sciences should no longer have an undergraduate program. They should concentrate on their graduate and professional programs. However, given the funding models, I suspect they will no longer be able to support all their research faculty. There are many excellent faculty in the Depts. of Vet. Integrative Biosciences, and Vet. Pathobiology. I argue that many of these faculty conduct human related health research and thus, can easily be incorporated into TAMU Health. There are also many faculty that do basic non-veterinary research and could easily be moved into what I proposed to be the new Department of Biological Sciences (discussed next). The College should be renamed to the College of Veterinary Sciences (or School of Veterinary Sciences). In relation to the Life Sciences, I propose an alternative realignment structural plan and justify my reasons based on logic and NOT “perception”. 1) The Department of Biological Sciences would be housed in the College of Liberal Arts and Sciences (CLAS). Biology is one of the three foundational sciences (Physics, Chemistry, and Biology). These foundational sciences are themselves interdependent with the basic fields of Math and Statistics. Hence, these 5 areas should be departments in the CLAS. 2) There are 2 basic life science departments in the College of Agriculture and Life Sciences: Ecology and Conservation Biology, and Biochemistry and Biophysics. Both of these should be moved to be housed as Divisions within the Department of Biological Sciences (which is in CLAS). The reason is that these departments contain faculty that do largely basic research and teach basic life science courses. Biochemistry and Biophysics also has the GENE courses and Biochemistry courses required for most of the life science majors on campus. The College of College of Agriculture and Life Sciences has an applied mission (and hence different funding sources) and just as the Vet school should focus on its specific mission, so too should this college. I propose renaming it to the College of Agriculture. 3) The new Department of Biological Sciences in CLAS would contain 5 Divisions: i) Ecology and Evolutionary Biology (oversees the Museum of Natural History) ii) Genetics, Cell and Molecular Biology (oversees TIGGS) iii) Microbiology (oversees Center for Phage Technology and Institute of Virology) iv) Neurobiology v) Biochemistry and Biophysics 4) The structure presented in point #3 would lead to a streamlined undergraduate curriculum that would encompass the old BIMS program, current Biology majors, Biochemistry and Biophysics majors and the Ecology and Conservation majors. In total, this would be around 5300 undergraduate students. It would be a juggernaut to rival any Biology department across the country! 5) The current Department of Biology already teaches all of these life science majors in their first year and many in their second. Hence, it only makes sense to move these units to Biology and to let Biology oversee this new program. 6) Each Division would be led by a within-division Division Leader that rotates out every 3 to 5 years. Each Division offers an undergraduate and graduate major according to its given division name. Each Division has autonomy with respect to hiring decisions, and promotion and tenure (enables equitable comparisons). Each Division has autonomy for their graduate degree curriculum as well as

graduate recruiting (though graduate recruiting can be coordinated and rotation systems can allow students to rotate between divisions). 7) The Department Head of the Department of Biological Sciences oversees all Division operations to make sure GAT lines and faculty lines are equitable as well as administers and oversees undergraduate curriculum (enabling any and all student transitions to go smoothly). The Department Head oversees all APT faculty. There would be 3 Associate Heads (Academic Affairs, Faculty and Graduate Affairs, Research Operations). 8) The divisional structure in point #3 makes obsolete three interdisciplinary degree graduate programs. There is no longer a need for the Ecology and Evolutionary Biology IDP (now that there is a division devoted to these faculty). There is no longer a need for the Genetics IDP (again a division for this). There is no longer a need for the Institute for Neuroscience (again a division for it). 9) Currently a pre-med major might be taking classes in 3 Colleges to get their degree. Now they would taking all their classes in one simple, cohesive, logical, and powerhouse department! There are MANY research oriented benefits along with the undergraduate education benefits that this structure provides. I am more than happy to discuss with whomever the finite details of my plan.

[REDACTED]

[REDACTED]

The wording of the report is unclear; it could be interpreted as suggesting that Biology be moved to COALS. Such a move would be a disaster for me; to get my Federal grant funding, I need to be in a College of Science (or a College of Arts and Sciences). I work on the basic physics of developmental biology, and I present myself as being in a College of Science with the obvious advantages of having chemists and physicists in the same college. If I were to be in an agricultural College, the grant reviewers would see me as being in an inferior intellectual environment with respect to the sort of work that I do compared to being in a science-oriented college. This would hurt my grant funding. I beg you to please let Biology stay in the College of Science. The proposed consolidation of Liberal Arts and Science and Geoscience however is an interesting idea, and I am not at all against that!

Recommendation #5 is disturbing and, frankly, misguided. Colleges of science, natural science and liberal arts and science possess a particular culture with regard to mission, particularly in the preparation of the next generation of scientific leaders. Many students, academics and industrial scientists, including myself, were trained in liberal arts and sciences environments. We tend to live our lives and engage our world with a specific nature of thinking and a broad appreciation for the interconnectedness of the nature of things. Individuals with more applied educations, manners of thinking and appreciative views have often experienced colleges with quite different missions and cultures than the liberal arts and sciences. Moving the Department of Biology or its educational mission away from an arts and science culture will, over time, diminish the recruitment, retention and success of our undergraduates, graduate students, postdoctoral trainees and faculty at Texas A&M University, thereby diminishing the whole. The MGT report itself stresses the importance of 'cultural assets [that] will allow TAMU to contribute to community-building' and 'a more well-rounded university.' I believe that the loss, or even the perception of loss, of a culture of science in the biological sciences will be a mistake and have negative long-term impact on Texas A&M and the State of Texas with regard to its teaching and research into the fundamental nature of life. The National Academies of Sciences, Engineering and Medicine have championed a transformational approach to the education of future life scientists. This approach stresses the importance of building strong foundational competencies in chemistry, mathematics, physics and engineering, and information sciences, thus preparing students for careers that will be increasingly interdisciplinary in character. Such an educational transformation, they posit, requires even deeper connectivity between science fields. Any recommendation that leads to greater separation among the foundational sciences and their shared missions of instruction and discovery, such as the placement of TAMU's biological science missions into a college of agriculture, is misguided and contrary to expert views of life science education. The MGT report states that 'there is a perception that the current Department of Biology is underperforming'. On the contrary, the facts are that the Department of Biology's teaching and research endeavors are thriving. It was only six years ago when in its own 2015 self-study Biology reported its annual extramural research grants equaled to some \$5.5M. In new 2021 grants alone, this funding is above \$10M (and likely to be above \$20M). If factoring in total current research grant expenditures, the faculty of Biology have increased their research funding many-fold in a very short time. This trajectory positions them as a premier life science research group at TAMU and will certainly raise the rankings of TAMU in the biological sciences. Therefore, regardless of perception, Biology is a very strong department. Importantly, faculty hires (both tenure track and instructional lines) have aligned with the National Academies' recommendations as they interconnect with the strategic plans of other college departments, such as bioinformatics in Statistics, biological computation in Mathematics, biophysics in Physics and Astronomy and synthetic biology in Chemistry. Additionally, preserving Biology in a College of Arts and Sciences would enhance

collaborative efforts in the neurosciences housed in the Department of Psychology and Brain Sciences, particularly in the departments' focus area of neural regeneration and repair. There is a clear and cultural premise for why 19 of the 20 peer institutions used in the MGT report have biological sciences or some form of biology department housed in a college of science, natural sciences or arts and sciences. The MGT finds that 'Cornell University shares the management of some biology programs between the College of Arts and Sciences and the College of Agriculture and Life Sciences.' It seems odd to find merit in a management organization that 95% of the universities MGT reviewed have chosen not to embrace. I suggest that it is because these research universities appreciate the recommendations of the National Academies, that stronger linkage among the foundational sciences, and not less, is essential to the future of teaching and research in biological sciences. This is also true at Texas A&M University.

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My focus will relate to the proposed changes for the College of Veterinary Medicine and Biomedical Sciences (with emphasis on the latter), though there are criticisms of several themes that emerge that impact other areas of campus. Recommendations 5 and 9(b), in particular, seem directed towards removing a highly valued and complementary set of programs in exchange for a one-time investment in bricks and mortar. Compared with the old idiom about teaching a man (or woman) to fish and feeding them for a lifetime, versus giving them a fish and feeding them for a day, this exchange of BIMS for a small animal hospital may be even shorter-sighted than the latter since the building itself comes with maintenance and operating costs. Of course, these can well be covered through an excellent hospital serving Texans every day; but, without the critical core teaching base of BIMS, supporting the 5 thematic core research missions of the college, the initial infrastructure investment may well become a burden. The BIMS program (undergraduate and graduate) was built up decades ago from within the (then) CVM, and was geared specifically towards creating professional school ready applicants and those whose careers could take them into post-graduate biomedical sciences programs. It has a tremendous reputation and a high success rate of placement in professional colleges statewide. Why punish the veterinary college for success when other programs in biology and COALS have seemingly lost their way, lacked subscription and support by students, and perhaps lack direction? To strip successes from one college and hand them to a non-existent institute (typically, these are directed at research and not core teaching) within an agriculture college that has suffered for an identity (and is still seeking a renewed purpose now that public involvement with agriculture has diminished as a proportion of total population) seems short-sighted and perhaps even petty. The research grant routing through Agri-Life is fine as seen by any reasonable person, but it is telling that the MGT report seems to favor the vice-chancellors of super-sized colleges rather than trying to better the whole of the university. Many of the proposed changes in the consultant's report seem geared towards entrenching those three super colleges that have vice chancellors often also as deans (+1 for Arts and Sciences) at the expense of the smaller specialty colleges. In the report, these latter entities are derided for their rankings, then their prime assets are divided up and given away to others while advising them to increase the quality of their products. On the other hand, does the consulting group even know that the journalism program was shut down 15+ years ago for the same reason that journalism programs are shuttering all over the country? Do they still watch network television and have a print newspaper delivered to their door? This sort of advice of restarting such a program with little chance of success, while dismantling those with a proven track record, strikes me as misdirected and out of touch with A&M history. In the report, the 'other' colleges have been plundered for their assets that yield regular income and those spoils divided among the more powerful units. Criticisms of the smaller colleges and demands to increase rankings and productivity are ill-served by stripping state funding formula sources (and ultimately faculty lines and budgets) and placing them under a structure that does not fall within a traditional academic unit. A cynic might suggest that such a move (housing a BIMS teaching mandate inside an institute of biological sciences) would bolster the institute's ability to recruit research faculty lines while providing a modicum of undergraduate teaching. Hopefully, that is not the case.

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The document points out that 12 out of 19 campuses similar to ours have switched to this model with a college of arts and sciences, but does not list any of the advantageous results of switching from separate arts and sciences to a combined arts and sciences model. I am concerned about the consequences this may have for the sciences at TAMU: in particular, arts and sciences work very differently, and I'm not sure this move makes sense. I would agree with merging geosciences with sciences, but as for arts, I think it might make more sense to move Computer Science into the College of Science instead. Also, if there is a College of Arts and Sciences, it should definitely contain Biology and Life Sciences--I would be surprised if the 12 of 19 campuses that the document cites as having a College of Arts and Sciences did not file Biology/Life Sciences under College of Arts and Sciences. Also re: Journalism: Didn't TAMU have a Department of Journalism before but it didn't work out? Did the writers of the document analyze why it didn't work back then and what changed? I feel there should be more data supporting all of these changes than just "other universities are doing this".

(See my comments on HR.)

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There appears to be no clear rationale or data supporting the creation of the new Institute of Biological Life Sciences (the name is absurd!). The current BIMS program has been highly successful. It seems quite surprising that the recommendations are based on "comments" and "perceptions" rather than actual data demonstrating inefficiencies (if any). The report mentions that "there will need to be significant resources committed to facility renovation to ensure that the Institute faculty and students have the adequate infrastructure to succeed". The new Veterinary Medical Complex is an excellent facility for instructional purposes. The centralized academic advising to biology/biomedical sciences undergraduate students appears as a recipe for disaster.

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The Texas A&M University Libraries have had tenure track faculty librarians for more than 40 years with full faculty status appointments of "professional assignment", research and service in a de-facto college of University Libraries. Since attaining faculty status we have held academic ranks of Assistant, Associate and Full Professor. In the last 20 years the leader of the University Libraries has had the fitting title of Dean. At university wide convocations the University Libraries have their own college gonfalon like all the other colleges. The Dean of Libraries is a member of the Council of Deans. But the professional assignment of librarians' manifests in a wide diversity of duties much more than just teaching. While library instruction in guest one shot instruction sessions to university classes is the most similar teaching function, library instruction also includes the creation and maintenance of informational websites, online tutorials and one-on-one subject consultations (both remotely and in person). The public service subject specialist librarians also do collection development selection of new library materials, answer reference questions in consultation sessions, act as liaisons to assigned academic departments, and interact with non-library faculty in a normal collegial manner. Information resources faculty librarians engage in a wide variety of processes such as metadata cataloging of new materials, ordering and acquisitions of new materials, conservation and preservation of existing materials, and supervision of classified staff who are also engaged in these processes. Librarians at the Cushing Memorial Library and Archives deal with technical processing of archival materials including digitization, processing and preservation of audio-visual materials, supervision of access to archival materials and supervision of the Cushing classified staff. In addition to professional assignment duties faculty status librarians also actively engage in research and publication in librarianship and professional service in local, national and international library associations. At the most the already packed curriculum of 120 hours in most majors will only allow for a one credit hour course in information literacy and that probably given up grudgingly for the major department. With the degree program cap of 120 hours the notion of three credit hour library science courses is impractical. At present the Texas A&M University Libraries already effectively serve the current 97 Texas AM University departments and programs with our existing structure, please leave well enough alone and do not implement Academic Realignment Recommendation #6.

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The report proposes a four-legged stool structure for the university. It is clear that Engineering, AgriLife, and Texas A&M Health had input into the report and the recommendations. In some cases, their strategic plans are literally quoted in the report. It is equally obvious that no leadership or faculty in the proposed College of Arts & Sciences were consulted or had input into the report. If this college is to be part of the larger structure, it should have started with input into this report. The report clearly does not include the voice of faculty at all. The proposed realignments of departments are based on stereotyped ideas about disciplines, with no apparent knowledge of the disciplines as they actually are or of the work being done in the units. The re-alignments of departments make no sense. We have faculty who are experts in their disciplines and have experienced multiple administrative structures, and it is egregious not to consult them early in this process. We also have faculty who are experts in organizations and organizational structure, and it makes no sense not to consult their expertise (such as that centralizing often has negative effects). The decision regarding Biology is confusing, and poorly justified. Peer and aspirant institutions in fact do have biology departments in a college of Science (or Arts and Sciences). In addition to being consistent with those institutions, there are also benefits to keeping biology in Science (or Arts and Sciences). For one, this will put all pre-med curriculum broadly under one college. Centralization of advising was covered and this would allow for that for pre-med students within the new college framework. While in general, I am not opposed to a college merger, it would be helpful to have more details about this moving forward. Will Liberal Arts faculty be bumped in salaries to match those in the sciences? How will college level promotion and tenure guidelines be determined and handled? What will happen to teaching loads? Lab space? What sort of physical moves will be required, and how will this be handled in a way that minimizes the impact on ongoing research and teaching?

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I do not particularly have a problem with the merging of the colleges but I am afraid that this will not be done well. The timelines for accomplishing these tasks is ridiculously short and faculty and staff are going to fall between the cracks. I

can only imagine how confusing it will be for students. I do not agree with moving biologically named programs in to COALS because they have biology in the title. I don't buy that students are confused by this. I do not agree with removing 2 high functioning programs out of Architecture. Doing that will basically gut Architecture who have built the status and reputation of the two programs in question.

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The Libraries becoming a department under the College of Arts and Sciences would create immense bias under one specific dean. The likelihood of other colleges getting resources/databases/peer-reviewed articles/etc. would inevitably fall to a dean supporting very specific departments on campus. The Libraries as a resource for all would be compromised. We have 250 faculty and staff and around 200 student workers - we do not make sense to be a department. We should remain reporting to the provost as a college as we are part of student success.

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A major recommendation involves combining the Colleges of Liberal Arts, Science, and Geosciences into one College of Arts and Sciences. I am concerned that this move, if done too quickly and without enough care, could cause a lot of disruption. Moreover, these three colleges are currently quite different, with their own strengths and weaknesses, and different cultures. My own College of Science is quite strong on its own, and we function well as a unit. We are concerned about becoming the (perceived) "College of service teaching", and would like to ensure that we receive continued resources commensurate with the value we add, so that we can stay strong. Moving Biology out of the College of Science, is likely the weakest recommendation in the report, and is basically unheard of among our peer and aspirational universities. Biology's natural home is with Science, and it fits quite well. I myself have collaborated with Biology faculty, etc. and it would be best suited to stay in our College.

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I am a faculty member in the Department of Political Science, and I teach methodology courses. In my teaching, I aim to convey that mathematical methods are critical skills that are useful for academic research, for pursuing successful careers in the private sector, and for critically thinking about current affairs. In my research, I use the same methods to study the politics of leaders, and how they employ a variety of instruments to stay in office. I do have strong preferences for continuing to both teach and do research using this approach, with the existing division between these activities. (The recently implemented 2-1 teaching load is on par with top universities and is, in my opinion, important in allowing the retention and attraction of high-quality faculty.) I do not have strong feelings about the organizational structure in which faculty are embedded. To me, a department should give faculty the resources that enable them to pursue these activities and it should enable outside observers (such as grant givers, prospective students, and prospective faculty) with limited time to quickly learn that high quality work is being conducted in the department. With the latter goal in mind, I have some concerns that an unconventional structure like the one proposed in the report (as far as I know, no top university has merged their political science department with their policy school) would make it harder for outside observers to evaluate the research and teaching being conducted here---with potentially detrimental consequences for the prestige of the university, recruitment and funding. In other words, when trying to implement ambitious reforms without much precedent, a lot depends on how the reallocation and merger of the Department of Political Science with the Bush School would be implemented. The report offered few clues on this important topic, but I trust that the President and other decision-makers will take care not to jeopardize the strengths of the existing institutional structure.

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I am a newly hired faculty at the Department of Biology, and it is a wonderful place to work. I would like that the Department of Biology stays as it stands in the College of Science. Otherwise, this will hamper my ability to continue my research program at TAMU and be able to apply for federal funds.

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I am an Assistant Professor in the Biology Department. I am writing because I strongly believe that the Biology Department should remain a department in the College of Science (or a new College of Arts and Science). The strength and size of the department played a large role in my decision to take a faculty position at TAMU instead of pursuing offers at the other universities where I interviewed. Having a broad biology department collects a broad range of expertise, technical approaches, and points of view that greatly enhance the science that can be done. Being part of the College of Science allows interactions with the other departments that have been incredibly valuable. For instance, I regularly interact with the Chemistry Mass Spec Core which has expertise in small molecule analysis. In addition, I have a mentor in the Math Department who has really helped me succeed at TAMU. Since I have joined the department, I have seen and been part of the department enjoying a great deal of success. The department has far exceeded the teaching standards set by the university, while also securing tens of millions of dollars in new grant funding each year. In 2021, the tenured or tenure-track faculty have published more than 70 papers, so far. In all aspects of our mission, the department is excelling, due in large part to the support the faculty receive from each other and from the other departments in the College of Science. With the help of the support from the department and college, I was able to secure a major NIH



grant in less than two years of becoming a faculty member, bring great graduate students and undergraduate students into my lab, and hire a successful postdoc. With the help of my lab, I will have published three papers as corresponding author in less than 2.5 years running my lab. None of this would be possible without the support from the Biology department and the College of Science. For all of these reasons, I firmly believe that the continued success of the faculty in the department and our continued success in recruiting new faculty depends on maintaining our current organizational structure.

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Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences: Although in the entire nation, Biology always belongs to College of Science, however, College of Science and Arts can be combined together, but combining with Geoscience and agriculture is not a great idea. I have seen agriculture always separate from Biological science, in my graduate school (Purdue University), Agricultural and Biological engineering belongs to the School of Engineering, not in the school of Science. Also, in the entire nation, Agriculture/Ag school always belongs to a separate school NOT in the School of Science.

Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program: No, not a great idea. "Department of Biology is underperforming" is absolutely a FALSE statement given the fact that, in 2021 alone, we received external awards totaling over \$21 million, we have amazing teaching records, excellent diversity records.... everything clearly shows an extremely successful department. Please DO NOT combine us with Agrilife, we are doing great as it is, and we will continue to excel in the future.

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The report reflected severe inaccuracies in its understanding of Academic Libraries and Librarians with faculty status, particularly in context of Land Grant institutions. This can be seen looking at Ohio State University, Penn State University, Florida State University but also at University of Florida and University of Illinois at Urbana-Champaign. Faculty status for Librarians within the Libraries is often associated with Land Grant universities and never overlapped with LIS degree granting departments. There is no model among US academic libraries of placing the actual Libraries or Library Employees (regardless of faculty or staff status) under the auspices of a particular college because the role of the library is to support students, faculty, and research initiatives across ALL colleges. Regarding a new LIS bachelor's level program, Texas already has 3 fully accredited Library and Information Science Degree granting programs at the Master's level. There is no market for a Bachelor's program in Library and Information Science And I would be surprised if such a program were approved by the Texas Higher Education Coordinating Board. Regarding the Cushing Memorial Library, while it does offer exhibits, it's primary role is that of the official University Archives and development of research based collections of books and manuscripts. Placing it under museums, reflects a significant misunderstanding of its fundamental purpose. The role of the University Archivist under the University Libraries is documented in System and University policies.

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Finding 9, Rationale 9c: Academic Realignment Comments for Finding 9, Rationale 9c: Context for Architecture Education: Without expanding too much on the depth of architectural education, I'll provide some more context to the finding and recommendations made. Apologies for the lengthy comments. 1. Architecture is both a Field of Thought (discipline) and Creative Pursuit as much as it is a Profession. 2. Architecture as discipline is linked to traditions of thousands of years. 3. The profession and registration of architecture is barely 100 years old. 4. Curiously, the world that shaped the discipline prevails (social, political, cultural). The one that shaped the profession—tied to industrialization, technological advancement, and public safety, has significantly evolved in time. The initial needs of the profession are far from the same. Yet the overall questions of how do we live together, how and why we build, etc., remain the same. 5. Most importantly, the "subjects," this is, the students who go to college are significantly different from the those before the 1970s, but even more before of those before the 21st century. 6. All models of architectural education are, generally speaking, outmoded. Some work better and offer the opportunity for adjustment moving forward. 7. We have a Bachelor of Environmental Design (BED) program forcibly linked to a specific 2-years Master of Architecture program. This is both an administrative constraint but primarily a historical-disciplinary debate. The 1960s, in its known upheavals, created many questions about the role of education. Architecture was not exempt. The BED emerged only in part as a critical response to architecture's past as top-down, power related field, intending to acknowledge the complexity of "building" (as verb), in relation to an emerging "environmental world." The other major interest of the BED programs was to, different to the professional Bachelor of Architecture (BArch) of 5 years of education, you could do 4+2, and with one more year in school obtained a higher, Master degree. This was a transactional consideration. 8. The 4+2 model is outdated and outmoded. Students entering the BED today have far less consciousness of what architecture or the environment entails (in neither disciplinary or professional terms). The main problem is treating—which happens in our department, the BED as a BArch, which "forces" students to "really commit to architecture" when

they barely manage future expectations. Many realize along the way that they prefer careers in design (associated historically to architecture as well), like graphic design, industrial design (objects, furniture), but also Urban Design, or Urban Planning, as well as a variety of career paths that stem from the diverse education architecture as discipline is tied too. Others plainly do not fit, or move to other great fields. The Department is then “forced” to “pipeline” students into the 2-year Master of Architecture program that is treated as a very reductive professional compliance degree. There’s no mastery in the MArch. Students are combined with others and the misalignment and misunderstandings about what they are doing abound. Our best BED students rush to do their Master of Architecture degree somewhere else, more prestigious, including all of the Ivy League universities and comparable schools across the country. The least motivated students remain in our program. 9. The BED is a non-professional degree, it does not require accreditation by the National Architectural Accrediting Board (academic accreditation, professional registration is NCARB). The 2-year program, a very small program, will never be able to rank better since ranking depends on larger amounts of students graduating who then become a network who fill the ranking surveys and increase our rating. The BED is not ranked because non-professional degrees are not ranked overall. 10. There are two paths forward. (1) Increase the quality of the BED program by making it less “architecture enforcing” and more “environmental design.” This means to teach architectural content in dialogue with the many scales needed to confront our challenges (from furniture to territory). This would allow the creation of new Master-level Programs within the new College of Architecture. By liberating the BED from “professionalization” which is currently an overkill, we would need to upgrade our Master of Architecture to a 3-years program, fully accredited, and with a much better capacity to increase ranking since the main schools offer this degree at the master level. With a three-year Master of Architecture level we can greatly increase registration from the country and international, expand on the richness of the discipline of architecture and comply with professional requirements. Currently, the whole of the BED+MArch are subjected to, profession and industry, instead of in dialogue with them and the larger opportunities of architecture and design. (2) Transform the current BED+MArch (4+2 years), in a single 5-year professional BArch, but, it will require a much strict admissions policy. Quality would increase greatly but not all current students could be admitted. Consolidating the two main current degrees into a BArch would liberate the master’s level to post-professional degrees (Masters of Science), that can offer the various levels of specialization mature students would want to pursue, in a more multidisciplinary way. In this scenario the BArch would be able to compete for better ranking with all the other national BArch programs. A 5 year program like the BArch also allows for a diverse education in the depth of the field and professional compliance. In either case, reducing architecture to pre-professional compliance will only limit our capacity to rank better. The best ranking schools in the nation treat “professional and academic accreditation” as their minimum offering, their extended values is what makes them the best. We treat the professional and academic accreditation as ceiling or goal, then try to “increase” value with (questionable) certifications. In either paths, we would need new faculty with larger vision. Our department is dominated by a senior faculty with over 50 years of teaching that, while their contributions have been significant over time, are delaying much needed change. 11. Currently, and like most of things, happening as an “administrative decision” not a faculty curriculum decision, the department head implemented a program: Integrated Path to Architecture Licensure (IPAL), that is created by the National Council of Architectural Registrations Boards (NCARB). The IPAL program is intended to bring “licensure exam” rubrics into the classroom in professional degrees to allow students to begin accrediting hours that would later would assist in fulfilling the lengthy process of architectural registration (7 exams, 2000 hours, 7-10 years average for passing exams). This IPAL program is now being implement not only in the Master of Architecture, which would make sense as professional degree, but in the BED. The BED students barely manage class contents, the IPAL program is another overkill that tries to produce numbers and compliance without content, demising the value of education to a transaction. The issue of why architectural education in the United States does not “literally” prepare students to the architecture registration exams is a larger issue. It has to do with NCARB’s obsolete model (before we needed to “know” everything now we can “look-up” and collaborate to fulfill safety, evolving building codes, materials, etc.), and the IPAL is a mostly misguided band-aid that is mistakenly applied here into a non-professional degree like the BED. 12. At the College level, the proposal of removing Viz and CoSci seems objective, and only affect the other departments in terms of finance and administration not in content. A college with Architecture, Landscape Architecture and Urban Planning is common. This arrangement offer the opportunity of a much interwoven education among all of them, and perhaps Urban Design, and follow models like that of Columbia University Graduate School of Architecture Planning and Preservation (GSAPP). Architecture has also been historically linked to Art departments, or a combination of Art and Planning, like Cornell University (one of the oldest programs) that has Architecture, Art and Planning (Cornell APP). Our proximity to the Polytechnic model, and the now pervasive STEM

framework, would suggest to incline architecture towards that end. Doing so would be a mistake. A renewed and forward looking College of Landscape Architecture, Architecture and Planning (CLAAP), would be inclusive of design and STEM education, linking the humanities and sciences traditions that architecture has been part of. STEAM is a productive emerging model. So are the Digital Humanities, but also the ever more needed inclusion of the Humanities in every sphere. 13. The University Studies in Architecture is a highly questionable program. Students are heavily lost in what that is for. The College level advisors (we don't have department level), are unaware of what our curriculum is, our class contents, or anything about what we do, and do an immense disservice assigning students to classes then don't know why they are in. We must distinguish the administrative advisor with a department level, content-specific advisor. 14. Architecture is much more than building. Architecture is much more than buildings technology. Architecture is not building science, Building Science in itself is a field. Certainly a field that can be included within architecture. Architecture schools nationally and some abroad are undergoing major curricula revisions, cluster hire of diverse faculty, reckoning with its centuries and decades old histories and products (including its problematic racial and social pasts), all in a rich and productive manner. Many schools radically responded to the Summer of 2020 events. We are not doing even the minimum. The kinds of change we are all in need of are not only administrative but educational, addressing contents as much as organizational logics, they sometimes overlap more than thought. 15. Although current collaboration among these two departments is meager now, it can be easily improved with new intersectional faculty and some of us who already operate in overlapping mode. 16. We have shared faculty, Art-Architecture Historians between VIZ and ARCH, we should be able to keep them in whatever arrangement develops, they are crucial, as younger faculty, to the needed change. 17. As a junior faculty who taught at various schools prior to join TAMU, the architecture department, or the college, were never really in the radar. Our Dean's extensive tenure have unfortunately not produce a reputable outcome beyond, as said above, the submission to industry and profession more than a dialogue with them and our own independent contribution as academic institution. Our department's unstable "head" figure over the years have not help either. Our [REDACTED], who was openly the current Dean's preference, is trying to "bring finances in order," comply with university assessment metrics, while negotiating a worn out faculty. Unfortunately he does not seem to have the vision of change beyond questionable assessment metrics. He takes advantage of student's effort to count as his achievements of diversity, for example, but objectively the department has not proposed nor made anything in that regard. He does not either, unfortunately, seem to have the empathy that these times require, yet he's supportive of all younger and junior faculty, but tries too much to satisfy the "old boys club." 18. Our College, as well as the Department, has a not only a significant "diversity" problem. But a problem of submission to figure of authority, of old models of power, and of constant homage to finance and questionable attitudes within a public university with a mission of the public good. The administration level of the college has barely the credentials to the positions they hold. Many have obtained them for years of service not qualifications or merit. [REDACTED]

19. The university and its research model—like most of life, has been subjected to the doctrine of neoliberal rationale manifest in the world of finance. The rubrics of finance have pervasively penetrated every sphere of life including education. Unfortunately many fields cannot be "measured" with the same "performance" metrics, neither all fields "produce data." Architecture is one of them, and this is an ongoing conversation in architecture schools and organizations like the Association of Collegiate Schools of Architecture nationally, that cannot be solved by imposing foreign rubrics to the field. It will continue to damage quality and the promise of improving rankings and registration. It is of outmost importance that the university resist operating as a reductive framework of financial performance. We must be strict and responsible in managing budget without any doubt, as a public institution in the benefit of the public good, but we must carefully avoid the limiting of the intellectual ethics pursuit of higher education. 20. Since the release of the report that these comments respond to, urgent meetings were called. The senior faculty, with 50+, 40+ years of teaching reacted with extreme defense against the recommendations. In one senior faculty extreme reaction "this is an attack on us, an attack of the likes of Pearl Harbor, the Third Reich, and the World Trade Center." Thankfully, I do not share this remark, but it serve to explain the current clashing worldview that is at play in the Department of Architecture. Change is indeed needed, but dialogue is even more.

- We are a research university. Our faculty were recruited over the last 20 years with the promise that Texas A&M is on a trajectory to be a strong, research based university. There is very little mention of research or national prominence in the report, and no mention of graduate students or research staff in the report.
- The report proposes a four-legged stool structure for the university. It is clear that Engineering, AgriLife, and Texas A&M Health had input into the report and the recommendations. In some cases, their strategic plans are literally quoted in the report. It is equally obvious

that no leadership or faculty in the proposed College of Arts & Sciences were consulted or had input into the report. If this college is to be part of the larger structure, it should have started with input into this report. • The report clearly does not include the voice of faculty at all. The proposed realignments of departments are based on stereotyped ideas about disciplines, with no apparent knowledge of the disciplines as they actually are or of the work being done in the units. The re-alignments of departments make no sense. We have faculty who are experts in their disciplines and have experienced multiple administrative structures, and it is egregious not to consult them early in this process. We also have faculty who are experts in organizations and organizational structure, and it makes no sense not to consult their expertise (such as that centralizing often has negative effects).

As a Faculty from the department of Biology, I will focus on the recommendation #5 as it directly involves the future of my career here at TAMU. This recommendation is, to me, a bad one on several aspects: (1) First, the department of Biology is among the best life sciences departments on campus on many levels (percentage/number of faculty with federal grants, number of papers in high-impact journals, faculty who have been prestigious awards like HHMI, Searle, Klingenstein, etc.). This can be easily verified by looking at the metrics. In most other departments, metrics are saved by only a handful of faculty... (2) If enacted, the recommendation would establish TAMU as the only University nation-wide (and likely world-wide) having a College of Arts and Science without a Department of Biology (or a Life science related department). I imagine that there are good reasons to why such a feat has not be accomplished yet by any other Universities yet. (3) There is clearly a lack of understanding of the current academic mission of our department of Biology. Setting up the curriculum, courses, classes, and teaching all biology courses with the current rigor is a gigantic endeavor. Transferring those responsibilities to people on campus who have no idea about what we currently do will almost surely damage the teaching of life sciences at TAMU in the years to come. To my view, this will have broad and dramatic consequences: (i) it will tarnish state-wide the reputation of TAMU life sciences, (ii) this will decrease the acceptance rate of our life sciences undergrads to professional school including medical/dental school, (iii) this will decrease the enrollment rate of undergraduate students willing to study life sciences. In fact, I would not be surprised also if some families sue TAMU in the next 3-4 years because their daughters/sons could not get to Medical School because of the poor teaching of biological sciences at TAMU due to the changes suggested in the MGT report. Altogether, this recommendation to dismantle the department of Biology seems to fit the personal agenda of a few people on campus having little (or purposely erroneous) knowledge of what we do, and how we do them well. If followed through, I not only foresee substantial decrease in the quality of teaching biology on campus (which can have devastating consequences on the enrollment of our future life science students), but also an exodus of talents and a tarnished reputation for TAMU biological sciences in the US.

Recommendation #5. Why would it be an institute and not a School or College of Life Sciences? it reads as if the name "institute" was chosen simply so as to not contradict the 4-legged stool argument in recommendation #1. Institutes exist to promote research and are housed under the VPRs office, and yet this one outlying Institute will have an academic mission and report to a Dean/vice provost? I agree that there is too much overlap among several of the Life Science units, in particular Biology and BIMS, Biology and Genetics, but also Biology and Ecology & Conservation. I can see many benefits to the proposed realignment if it Biology faculty can choose their ultimate affiliation. Biology's current strategic plan boasts intentions to focus on NIH-fundable cell & molecular . This is a good plan, but it explicitly devalues future participation from many existing faculty such as those studying Ecology and Evolution. Thus Biology already plans on recreating itself into a cell and molecular department while slowly shedding the non-NIH funded faculty. Why not just do it now and send Biology's ecology and evolutionary biologists to the Ecology and Conservation department or Entomology within COALS. Likewise the successful and popular EEB IDP, which isn't even mentioned in the Biology strategic plan, would obviously fit better in COALS. The rapidly expanding Neuroscience program creates several problems but also exciting opportunities. There is a new Neuroscience major and well-established NRSC graduate program. The interdisciplinary Neuroscience training programs involve faculty from Psychology, Biology, Chemistry, VIBS, NEX, and Engineering, and the proposed reorganizations will disrupt these training programs and may negatively impact the well-funded team research goals. Neuroscience is very well-supported by NIH, NSF & DoD, and its multidisciplinary nature benefits from synergy across programmatic units. If realignment is inevitable, I would recommend pooling NRSC faculty from across units to strengthen and enhance the existing NRSC program, perhaps codifying all of the distributed academic units into a department within either College of Science, COALS, or under the umbrella of Health. Neuroscience is ideally positioned to promote the NIH funding goals of TAMU. There is an opportunity here to do more than simply realign existing programs. A Molecular and Cellular Biology department housing only NIH investigators would be very successful and highly ranked, and a separate Neuroscience department

that emphasized NIH & DoD funding could be designed to dovetail well with the Engineering-Medicine plan and HSC emphasis on military research.

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Bottom line up front: If the recommendation to move COSC to the College of Engineering is accepted by Texas A&M leadership, my strong recommendation is to leave the COSC program alone and let the move to the College of Engineering be 100% administrative in nature - with the only change being the word "Engineering" replacing the word "Architecture" on paperwork and websites. As a faculty member in the Department of Construction Science (COSC), I appreciate the statement in the report that we are "nationally recognized as a top program by the construction industry". It is important to understand that the fuel of this success is the DEMAND OF THE INDUSTRY for what COSC produces. I believe that there are 4 factors built around this demand that contribute to this success. I also believe that the more that these factors are messed with, the more we risk lowering the national prominence of our COSC program. In short, if it ain't broke, don't fix it. I do recognize that COSC has areas that could improve. However, those improvements should be made carefully without negatively impacting the 4 factors listed below. The 4 factors are: 1. Construction Industry Advisory Council (CIAC) 2. Curriculum 3. Faculty 4. Student

1. CIAC. The CIAC is a group of about 150-200 construction companies that provide funding/donations to COSC and council about industry demands. I'm only guessing, but their total donations per year is about \$500K. These companies hire the lion's share of our students because they know what kind of students they're getting from the program. They represent the demand that the industry has for COSC students. THIS DEMAND FOR COSC STUDENTS IS THE FUEL OF OUR COSC PROGRAM'S SUCCESS! How do you destroy this demand and run the CIAC off? You destroy the factors below.
2. Curriculum. The current degree plan was put together by the faculty with advice from the CIAC. Because the CIAC has been able to provide input, they have an increased level of confidence that our students have the skills they want to see when they interview and hire our students. How do you destroy this? You require that current COSC classes be sacrificed to make room for Engineering classes. Entry level Engineering classes that are not relevant to construction would weaken the curriculum of the COSC program. This would weaken the caliber of student we train and decrease the industry's demand for them.
3. Faculty. The current faculty is a mix of academics and industry professionals. I will admit my bias here: I believe the industry professional faculty members at least help to distinguish the COSC program. Our industry experience enables us to provide instruction that is directly applicable to the industry and also increases our students' effectiveness in their jobs. How do you destroy good faculty? Get rid of them and stop letting them use their industry experience to prepare students for the real-world construction problems of today. This would weaken the quality of COSC students and decrease the industry's demand for them.
4. Students. The ultimate goal of COSC is to prepare students in a way that is desirable to the industry so that they can get hired and go to work. That's why each of the factors above concludes with a possible effect on the students. The type of student that graduates from the COSC is the product of COSC faculty and industry working together to ensure that students leave with applicable knowledge and professionalism that depends on the 3 other factors above. The COSC program is tailored to meet the demands of the industry. This is evidenced by COSC students' outstanding rate of hire by the industry. How do you destroy the quality of the student that graduates from the COSC program? You destroy a good curriculum and you get rid of good faculty. This would result in destroying the quality of the student. And destroying the quality of the COSC student will destroy the demand that industry and the CIAC has for them.

In conclusion, I have tried to boil down the success of the COSC program to 4 distinct factors. Though distinct, they are related - messing with one will affect the others. And because the COSC program is already successful, I believe that moving it from the College of Architecture to the College of Engineering could work if the above factors are left alone. To be clear, I am not saying that the COSC program is perfect. There are definitely ways it could be improved. However, I strongly recommend AGAINST moving a nationally prominent program from one college to another AND imposing additional changes on it that would risk sacrificing its national prominence in the process. Thank you very much for reading this. Respectfully, Jonathan Houston, PE, LEED AP BD+C

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I will comment on the School of Visual and Performance Arts with the strong participation of the Visualization department. I am one of the first faculty in the Visualization program. I am both a computer graphics researcher and a professional cartoonist. I have taught both computer science and art courses for more than 25 years. There is a need for some clarification. Computer Graphics from the beginning was an area that combines visual art, mathematics, and sciences. Companies such as Pixar, ILM, or Dreamworks are essentially multidisciplinary in arts and sciences. The success of the original Visualization program comes from this need for multidisciplinary people in arts and sciences. I agree with the report that multidisciplinary education in art and sciences will be very important for the future based on our experience. On the other hand, I see a significant problem putting two types of people in the same school in terms of hiring and tenure as the longest-serving and current chair of the Visualization department P&T committee and as a

person who served many searches as chair and member for the department. In terms of hiring, the problem is average salaries of computer scientists are much higher than artists. It becomes easier to hire artists, however, it becomes harder to hire engineers and scientists. The salary discrepancy becomes an internal problem. Before the department started the ratio of computer scientists to artists in the visualization MS program was 60%. After 12 years it dropped to less than 10%. We are now trying to go back at least 20%. Promotion and tenure is also an issue. Two different types of expectations make the process harder. My solution to these problems is to split the department into two and move them to two different colleges. The department really has two types of programs. The current BS and MS programs have CIP code 11.08 computer graphics. University lists these two programs along with Computer Science programs under CIP code - 11, which is computer and information services. CS programs are 11.07. The new PhD proposal has also the same CIP code 11.08. On the other hand, our MFA program has CIP code 50.07. It is listed under visual and performing arts along with performance studies. A win-win solution, to move the MFA program under the school of performing and visual arts and create a BFA degree. In addition, we can move BS and MS programs under engineering. The newly proposed Ph.D. degree can also go to engineering. These two halves can collaborate exactly like many other schools such as Ohio State. The advantage is that both can grow strongly instead of dealing with unnecessary internal struggles.

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Recommendation #1 (Combine Colleges of LA, SCI, and GEOSCI): Faculty in these Colleges were indifferent when unpleasant changes were occurring in other colleges, so I guess I feel indifferent in response. Let them combine. Faculty will either get over it or leave. Recommendation #2 (Establishment of a School of Visualization and Performing Arts): this is the best idea from the entire report and I am highly supportive of this move. My only concern is the cost of this move. Recommendation #3 (Establishment of a Department of Journalism): Didn't TAMU eliminate this department a decade ago? Was it a mistake then? How will this be different from the Department of Communication? Was the consulting group even aware of the Dept of Communication? Wouldn't it be more cost-effective to rebrand and retool the Dept of Communication? Recommendation #4 (Expand the role of the Bush School): makes sense to me. Recommendation #5 (Create the Institute of Biological Sciences): Seems like a win for AgriLife but a potential loss for the Dept of Biology. I think it could help new UG students find a biology based major faster and one that suits them. So I think this is a good move. Recommendation #7 & 8 (TAMU Health Administrative Organization/Research): I support both Recommendation #9a (Reassign University Studies to College of LA and SCI): First there would have to be a College of LA and SCI. I think this degree program needs to be eliminated altogether. Recommendation #9b (Vet School- Small Animal Hospital): another example of the consulting group not performing due diligence. The problem with the Vet School is the lack of diversity among students. I could be wrong by a few percentage points, but it appears that 90% of students are white females who want to work with small animals in urban and suburban areas. Rural Texas is not being well-served by the Vet School and this is why Texas Tech made the play to open up a 3rd rate vet school. The focus needs to be on training a wider diversity of students who are willing to work with large animals and live in small towns in Texas. I know the current model is financially lucrative to TAMU because of the tuition it collects from its current student demographics, but it's not going to be supported long-term by the Texas livestock industry and horse fanatics. TAMU is losing political goodwill among the rank and file in rural Texas because we are not training enough large animal vets. Recommendation #9c (Refocus the College of Architecture): I am supportive of this move. They have become too dependent on the Viz Lab Recommendation #9d (Consolidate the Department of Health): I am supportive of this move

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Proposals #1,2,4,6, and 8 would gain my support. These should be more highly prioritized

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I find the majority of these proposed changes well justified. As a biologist, I was particularly interested in the proposed changes to how the biological sciences would be organized. I think the idea has merit, but the planned organization is not well thought out. If anything I think this plan does not go far enough to rectify the confusing array of biological scientists scattered all over the place. I think something more radical, albeit initially painful (logistically), would be my own preference. Our biosciences expertise at TAMU is an enormous asset and all the talent is being squandered because we are increasingly tasked with pencil-pushing jobs, and needless musical chairs cooked up by deans. Generally speaking the College of Ag and the Vet School has the highest concentration of life science researchers who bring in USDA, NIH, NSF, DoD funds. There must be a better plan to bring these people under a single umbrella. Moving the department of biology into a new institute is a half-measure that will only make it more disorganized and confusing. My personal solution would be to abolish all the departments, especially in Ag. All research is interdisciplinary nowadays (esp. in biosciences) and the idea of departments are outmoded. Departments also cause unnecessary administrative

structures and endless petty politics and sycophancy to the powers that be (gag!!). Research labs should be organized into clusters (eg. systems biology or applied animal systems or cellular and molecular sciences etc). The clusters should have mandatory rotating chairs with 2-year terms, and chairships will be given to internal candidates only with a moderate administrative stipend. With this structure, people will be free to collaborate with anyone they wish to. Clusters should not be competing for resources and have to plead for positions or resources. Cluster memberships are driven by faculty expertise. If a cluster has diminishing membership, then it clearly doesn't need to exist anymore and. Each cluster will have a progress and recruitment plan to grow its ranks on a regular basis. Cluster faculty can teach courses across clusters in existing or new program SIP codes. Cluster faculty maintain program viability through their research productivity and creativity and not be at the mercy of departmental politics and ill-conceived ideas of rotating deans and vice-chancellors.

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In principle, merger of the College of Liberal Arts, Sciences, and Geosciences has certain advantages. I am particularly happy to see creation of new departments in performing arts and journalism, provided that these new departments will be adequately funded without taking the much needed resources away from the existing departments. However, I have one major concern about this part of the report. It is suggested that Department of Biology should be moved to AgriLife. Biology is a science and it definitely belongs to the College of Arts and Sciences. In fact, I also believe that biophysics and biochemistry should be part of the college of science. There is a significant and growing synergy between math/statistics/chemistry/physics and biology (there are numerous examples of that!). I believe that neither biology nor other science departments are well served by this proposed change. This is probably the most problematic part of the MGT report (together with the centralized advising recommendation).

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Creating a college of Arts and Sciences is long overdue. It is effective in many universities that are ranked higher than TAMU. However, the report has many factual errors regarding the justification for academic realignment. For example, with the exception of one (Cornell) all top-ranked universities have Biology in a college of Science or Arts and Science. Redundancies in instruction occur only at the UG upper levels and these could easily be eliminated via transfer to Department of Biology, which has the physical capacity to handle the demand and a proven track record in academic success, especially for underrepresented students. Keeping Biology in the new College of Arts and Sciences maintains the upward trajectory of this department, which is on pace to achieve a top 20 ranking. Moving Biology and BIMS to College of Ag may temporarily offset financial problems in that college, but gains from SCHs are likely to be lost within a few years, and would negatively impact the merged college of Arts and Science. Even the arithmetic for projected numbers of students in these colleges is incorrect.

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I am a junior member of the Political Science faculty. I thought the realignment suggestions (in particular: moving core departments out of Arts and Sciences) were unconventional - and pretty clearly out of step with what our aspirational (and actual) peer institutions do. I didn't find the rationale offered convincing - certainly there is some overlap between the Bush School and the Political Science Department, but there is \*more\* overlap between Math and Physics, or between Physics and Engineering. And I am not sure that implementing these suggestions will increase the prestige or quality of the University or the departments/schools affected. I think it could be fine - it just depends on how it is managed - but the report did not offer any guidance on that issue. That said, I do not have strong feelings about where the Political Science department is located. I am happy to be located in the Bush School or anywhere else. I care primarily about being in a department that aligns with my academic preferences. These preferences are as follows. First, I would like to be able to pursue my research. Giving faculty enough time to research is in my opinion critical to keeping good people in a department and maintaining a good department ranking, which in turn are very important things for attracting students. Second, I would like to be able to teach useful, sensible, interesting classes to hardworking students. Finally - and this is related to the first 2 points above - I feel pretty strongly that scholars should never be activists, especially not in the classroom. I think the job of a serious scholar is to pursue and impart knowledge, as rigorously, impartially, and honestly as possible, using the best methods at their disposal. My personal view is that quantitative/mathematical methods of analysis are invaluable in the pursuit of knowledge and in developing critical thinking, and are critical skills to teach to students at all levels. These skills will assist students both in being good citizens and in finding good jobs. I am, of course, biased, since I primarily teach classes in quantitative/mathematical analysis and I use these methods in my research. So to sum up, I want to be in a department that encourages faculty to engage in high level research, and prioritizes the teaching of (quantitative and game theoretic) methods and critical thinking to students. Our current Head, Bill Clark, shares these preferences (in fact, a big reason for my joining TAMU was that Bill was the department head and I really liked his vision for the department). If a move to the Bush School will help us in Political Science to structure our department along these lines, attract job candidates who are conducting cutting edge

research, and allow me to pursue my own research and teach methodologically challenging classes, then I am all for it.

We appreciate your attempts to realign the university in a more efficient manner. Due to some of the recommendations presented, we do, however, urge you to revisit the recommendations presented regarding the College of Architecture in some manner. Below, I outline some points in this regard from the lens of the Department of Landscape Architecture and Urban Planning within the College of Architecture. Success in Landscape Architecture and Urban Planning: The recommendation's state that "by refocusing on core mission, there is an opportunity for university investment and positioning the College of Architecture to become the best in the nation with unmatched impact.....to do so will require investments in new faculty and in innovative education and research facility by the university administration. This change should enable the College of Architecture to achieve higher stature and recognition." We appreciate the notion of becoming a leader at the college level and we are excited about this opportunity. I would like to also notify you that, within LAUP, we are already currently a leader in our respective programs. For instance, the landscape architecture program has long been the flagship program of the College of Architecture. For example, in Landscape Architecture, we:

- Consistently rank in the Top 10 (BLA) and Top 15 (MLA) of all Landscape Architecture Programs in the nation in Design Intelligence (the most respected ranking system in Architecture and design-based programs) over the last 15 years.
- Rank #10 in 2021 Best Colleges with Landscape Architecture Degrees in America from niche.com
- Rank #4 in 2021 Highest Paid Landscape Architecture Graduates from collegefactual.com
- Rank #7 2021 Top Landscape Architecture Bachelor's Degree Programs from collegetraptor.com
- Rank #12 Best Landscape Design Schools in the World from worldscholarshipforum.com

Relatedly, our Planning Programs:

- Rank #2 in 2021 Affordable Urban Planning Degrees from College affordability guide: collegeaffordabilityguide.org
- Rank #2 in 2021 Master's in Urban Community and Regional Planning Programs in Texas from niche.com
- Rank #10 2021 Best 15 Master's in Urban Planning in 2021 from Best Value Schools: bestvalueschools.org
- Rank #10 in 2021 Top City/Urban, Community and Regional Planning Bachelor's degree Programs from collegetraptor.com

LAUP faculty are unsurpassed by our peer institutions regarding research, funding, publications, and citations in the fields. Our Landscape Architecture program also has more licensed landscape architects in the State of Texas than any other program (Texas Tech, UT Austin, and UT Arlington also all have programs). I think it important to highlight these things in that, while it is named the "College of Architecture", the focus should be much broader. The College is multiple departments and multiple programs. There is much potential to build off of this broad legacy, rather than disassemble it. We have a world class department in LAUP, and I only hope that the recommendations would build more so from our strengths. We are also the strongest College when it comes to community engagement and outreach as we include it in nearly every pedagogical project in each semester. We work closely with Texas Target Communities (well respected in your recommendations but we do not want to lose this lineage as LAUP created this organization) and our Partnership for Community outreach to conduct real projects with communities linking students, faculty, and citizen science. Addressing the Recommendations of the removal of two Departments from the College of Architecture: Recommendation #2 states to "establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school." Within this School, there is to be a Department of Art and Design. As part of this Recommendation, as stated in Recommendation #9c, to refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning, it is suggested to "move the Department of Construction Science to the College of Engineering to enhance the educational experience and research potential for faculty and students in both organizations." We wholeheartedly wish you to reconsider these recommendations. VIZ is honestly more computer science and art, not really fine arts. How can it anchor such a new school when it is ½ not that. The basis of these recommendations is also a bit muddy. Decisions should be evidence based, but if they are based on wrong data, then the decisions will be wrong. Response rates show students at 2%, former students 4%, and faculty/staff only 10%. Further, the SWOT results don't appear to fully match the recommendations. Research on university changes like this show that top down is not always best. Emphasis on efficiency over effectiveness and quality can sometimes have dire outcomes. The College of Architecture has worked hard to build interdisciplinary and diversity; the consulting company seems to now see this as a negative to be fixed. As both the VIZ and COSI department were given birth, grew from, and now flourish with in the College of Architecture, we find this idea to be extremely disadvantageous. This will separate generally aligned disciplines that already currently work together, remove two 2 legacy departments within the College, and leave two noteworthy departments as a small outpost College. We actually now recruit based on being the largest College of Architecture in the nation. Many per institutions have similar structures as ours and are nationally viable regarding research and teaching. Students working with others in their related disciplines currently Faculty and student



collaborations will also be weakened. Adjusting the Recommendations: Visualization, Architecture, Construction Science, Landscape Architecture, and Urban Planning all fall along a continuum on which Art rests on one side and Science the other. This is why we work together so well currently and have created such strongly aligned departments like Visualization. In my experience, when you become such a small college, you diminish your impact, not strengthen it. Also, with only two Departments, you may create a system of “us vs. them” between ARCH and LAUP. The College of Architecture has been trying to change its name for years now. This could be a perfect time to do so while adding to the existing College of Architecture structure, not limiting it. Most built environment related colleges nationally have already done so to highlight Sustainability, STEM/STEAM, and other innovative initiatives. Perhaps this is a good opportunity to (while hopefully still leaving VIZ and COSI), grow the College of Architecture, with a new name change related to the Natural, Built, and Virtual Environments, and possibly also adding new related departments such as Geosciences, Recreation, Parks and Tourism Sciences, and other similar academic units. Further, this could be a good opportunity to also expand degree program options related to the built environment such as interior design, graphic design, historic preservation, urban design, etc. Finally, such changes lead to many unknowns which are not yet answered. For example, centralization of the advisors could hurt our recruitment. While we have some of the largest Landscape Architecture and Urban Planning programs in the nation, we run the risk of decreasing or enrollment, as our advisors act as mini recruiters currently. Also, we are research heavy due to the successful research centers, endowments, and professorships in place currently. What happens to these if the College is broken up? Our donors and Advisory Boards are also not happy with said recommendations, will there be Alumni backlash? Because we are such strong researchers, the centralization of business office related duties will extremely burden grant writers. How will this increase productivity and efficacy? I truly believe we all want what is best for TAMU and we sincerely appreciate your efforts to try and make the university and the College of Architecture top-notch. I hope that we can all work together to continue to do so. Thank you for your time and for listening to my thoughts and ideas.

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As a faculty member in the College of Science, I am very concerned about being in a larger college with quite different academic disciplines for many reasons. I will just name a few: 1. We have strong departments in my college currently, some highly ranked and others on a trajectory to higher ranking and actively working to improve. We could lose out if resources are directed away from the sciences. The best faculty would leave. 2. Having a dean of the college who understands scientific research and all that entails for recruiting, hiring, promotion, etc., is crucial for our departments. 3. The vision of a larger college being a stronger unit within the university is compelling, but I worry that we will be seen as a college of service teaching rather than for our own strength in research and scholarship. A top university needs top science departments. I sincerely hope that if this realignment is carried out, all of these potential problems and others can be solved, as otherwise the best science faculty will leave. I am also extremely concerned about the proposal to remove the biology department from a college that includes other basic science departments. I am not a biologist, but I know of the work to improve their department that is well under way and will continue under the leadership of the new department head and of a dean who understands science. Biology is one of the basic sciences, and belongs in a college with the others.

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Consolidation of Liberal Arts and Sciences There are parts of this plan I find interesting, perhaps even promising. Nevertheless, MGT is naive about the dynamics of humanities and sciences and justifies its proposal to unite the two with faulty reasoning. For instance, the report emphasizes that a combined College of Liberal Arts and Sciences would be one of the largest colleges on campus. First, why is that seen as an inherent good? Bigger is not automatically better. If it were better, then why not just combine even more colleges? Wouldn't that be better still? Of course not. It's a specious argument. It's also disingenuous given that many of the degrees and students it counts in the combined college structure are, elsewhere in the report, going to disappear as the Department of Biology is moved to AgriLife. Second, the report asserts that placing the humanities in the same college as the sciences will elevate the status and resources of the humanities. This is a bold assertion without an ounce of evidence that will actually be the case aside from some cherry-picked examples of the arrangement working at other institutions. STEAM is an attractive idea, but given the historical animosity between the humanities and the sciences, there's every reason to doubt that liberal arts will have more leverage once subsumed into a STEM college than they have on their own. Third, the report goes into depth about the advantages to (some) humanities majors of being in a STEM system. For instance, it talks about theater students learning construction techniques and fine arts students learning design technologies and studio tools. Again, this is an egregiously specious argument, not least because none of the departments proposed to fall under the new college actually have any expertise in either of those domains. Expertise in building is concentrated in engineering, while much of the expertise in design technologies fall under architecture. Finally, I have grave concerns about tenure and

promotion in the proposed, combined college. Faculty in the sciences and the humanities have very different professional expectations, duties, measures of success, etc. The tenure and promotion process is fraught as it is without throwing disciplinary misunderstandings into the mix. Journalism Program I agree with the report's recommendation that Texas A&M could benefit from having a strong journalism program. Nevertheless, I find it ironic that we need to be advocating for a department that the university very carefully and deliberately dismantled over a decade ago. We would not be in this position, now, if other administrations hadn't gutted a successful program then. At the same time, I find it strange to justify the need for a strong journalism program on the grounds that "students and the public gain a comprehensive understanding of journalistic terms, processes, and transparency practices." It sounds good, but it's meaningless given that relatively few students are likely to actually take any journalism classes.

Institute of Biological Sciences The call for the biomedical sciences program to be combined with the department of biology under AgriLife is, perhaps, the most ludicrous part of the whole report. However, it neatly demonstrates the folly of prioritizing administrative efficiency above everything else. Let's begin by questioning why the life sciences are being singled out for this singular "honor." Throwing biology and biomedical sciences together on the basis that they are both life sciences makes about as much sense as combining psychology and political science on the basis that they both use statistics. Yes, there is nominal overlap in some of the courses that biology and biomedical sciences majors take. However, the same can be said of biochemistry majors and chemical engineers, yet no one would seriously suggest that would be an academic pairing that makes sense. One of the things that makes the biomedical sciences program so strong is that foundational courses within the major are taught by professors with clinical backgrounds. Sure, a biology professor teaching anatomy and physiology is covering much of the same material as a professor teaching those courses in CVMBS. However, they are approaching the subject from fundamentally different angles. BIMS students need a clinical perspective because that's their career trajectory. Placing them under biology professors will seriously undermine their success. Of course, combining BIMS and biology creates huge inefficiencies that will not be offset by bureaucratic savings. Currently, many of the professors teaching courses in the vet school are the same professors teaching BIMS majors. Removing BIMS from CVMBS, then, will require hiring new faculty and creating new facilities to teach what students are already being taught in spaces that were created specifically with them in mind. This makes no sense whatsoever. At the same time, the report rather callously declares that the Department of Biology is underperforming. Setting aside, for a moment, the problem that asserting this based on gossip without providing any metrics to back it up is completely unprofessional and vindictive, if it were true that the Department of Biology is underperforming, how in the world will placing even more teaching burdens on biology faculty, making them responsible for BIMS courses, going to help? The short answer is that it's not. What is being proposed, then, is to duplicate faculty and to create new, duplicate facilities in order to give undergraduate BIMS majors a poorer experience at great expense. There is simply no way that is offset by lower administrative costs. The other rationales for this juggling act are even more preposterous. For instance, the report states that "having heterogenous faculty split between colleges makes it difficult to create equal metrics for comparison." However, that's the nature of academia. Universities are split into colleges. Faculty are, of necessity, heterogenous. Comparisons between them are always difficult. Absolutely nothing about this proposal changes those fundamental facts. Yes, more life science faculty will fall under the same college, but the university is still left with the problem of creating metrics to compare faculty across colleges, disciplines, department, etc. The report also goes to great pains to justify shuffling biology-related programs around the university on the basis of making it easier for undergraduates to change majors. However, it only makes it easier for students who decide to change from one life science major to another. That presumes that most students who change majors stick to life sciences. I see absolutely no numbers to justify that assumption. Having all undergraduate life science majors housed within AgriLife doesn't make it easier for students to change from, say, microbiology to psychology or from biochemistry to biomedical engineering. At the end of the day, the distinctions here are utterly arbitrary and ill-conceived. I would also question the report's assertion that a major stumbling block for collaborative research on campus is because of competition between faculty for resources. Most research funding comes from outside sources. Faculty aren't competing with other faculty at Texas A&M so much as they're competing with researchers from across the country or even across the globe. Furthermore, the report states, rather oddly, that "There is...duplication of current faculty members areas of interest, which hinders the ability of faculty members to collaborate and contribute to advancing research and student success." This is nonsensical. At the heart of any collaboration is overlap in interest between scholars. If anything, then, this situation facilitates rather than hinders the ability of faculty to collaborate, thus increasing their ability to meaningfully contribute to advancing their fields. Finally, the report rather confusingly suggests that another rationale for moving BIMS to AgriLife will allow CVMBS to turn its attention to building a new small animal clinic. However, CVMBS has been

hankering to update its small animal facilities for a long time, now, and not once has anyone in the college argued that they'd be able to do so only if they didn't have undergraduates to teach. The two have absolutely nothing to do with one another. Similarly, the report then goes on to suggest that AgriLife has a wealth of expertise relevant to small animal research. That's undoubtedly true, but why mention it unless there's some movement underway to combine CVMBS with AgriLife? Again, the combinations being proposed show that MGT really has no understanding of what it was analyzing.

As a member of the health faculty in the Department of Health & Kinesiology, I, along with my colleagues, oppose the movement of our health education division to the School of Public Health on the grounds that (1) it is not in the best interests of our faculty nor our students, (2) it detracts from our ability to attract new students, and (3) the information that supposedly justifies the proposal is inaccurate. Report Recommends: [Recommendation #9d]: "Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health. (...) Refocus the College of Education and Human Development on the core mission of producing educators and move the Department of Health and Kinesiology ... to appropriate units" (p. 38). The majority of faculty within the Division of Health Education in the HLKN Department believes this recommendation is ill-suited, given that the Division of Health Education contributes significantly to the College's focus on "producing educators". The Division of Health develops/trains Health Educators with degree options that allow for TEA teacher certification and enable students to sit for the nationally accredited Certified Health Education Specialists. Undergraduate degree options are: BS in Health Education (with an emphasis on Allied Health) or a BS in Community Health. All graduate degrees are in Health Education (and not Community Health). Health Educators and Community Health/Public Health Workers are specifically identified by the U.S. Bureau of Labor Statistics (BLS) as distinct occupations. Each training program has its own, unique certifying agencies. For health education programs: the National Commission for Health Education Credentialing, Inc. (NCHEC); for public health programs: the Council on Education for Public Health (CEPH). Re-alignment of the HLKN department with the SPH would contribute to REDUCING THE FOCUS of the College of Education and Human Development on its "core mission of producing educators", by eliminating one of its vital education-oriented programs. Moreover, even if a move to SPH is imminent, resources still need to be invested to articulate differences and ways to capitalize on the strengths in the BS in Health and Community Health degrees and avoid the duplication created by SPH's BSPH. The BS in Health and Community Health need to be intentionally maintained and keep a focus on health education and promotion with responsibilities and competencies, different from what one would find in BSPH preparing professionals for Epidemiology, Health Policy, and Environment and Occupational Health. Report claims: "Program growth in each academic unit, specifically in the Community Health and Public Health degree programs, often appears to continue to create new conflict, course offerings, and program expansions in the other (...) however, this duplication of program offerings is an inefficient use of resources, confusing for accreditation and program evaluation" (p. 39). While the report suggests HLKN and SPH experience duplications that might be confusing for accreditation and program evaluation, it fails to acknowledge the origins of the perceived overlap: The BS in Health Education began with the establishment of the College of Education in 1969. The SPH's BSPH was established in 2014, proposing to duplicate courses that aligned with the Division of Health's already-established professional preparation programs and degrees (which prepare school health teachers, community health educators and the health workforce). If there is competing demand for students at the undergraduate (or graduate) level, it would seem wiser to capitalize on existing pedagogical resources already in place in the Health Education program (in HLKN). It would also seem wiser -- in lieu of moving HLKN to the SPH -- to capitalize on the forces driving enrollment in the Health Education undergraduate and graduate programs at a rate two-thirds higher than that observed in the SPH. Report claims (erroneously): "The overlapping degrees are the Bachelor of Science in Public Health, Master of Public Health, and Doctor of Public Health within HPCHS, and the Bachelor of Science, Master of Science, and Doctor of Philosophy in Community Health at HLKN" (p. 38). The health-related Master's degrees offered in HLKN are MS in Health Education; the one offered at the SPH is a Master of Public Health degree. HLKN offers a Ph.D. in Health Education (not Community Health as claimed in the report). SPH offers a DrPH. Assuming these degrees are redundant reveals ignorance regarding the nature and function of these titles: both the MPH and the DrPH are practitioner-oriented degrees -- appropriate for professionals working in state or federal-level departments of health and/or health care providers focused on practical applications of public health principles. MS and Ph.D. degrees are research and scholarship-oriented degrees -- appropriate for professionals seeking to research, develop, and disseminate new knowledge, as well as for scholars critically assessing knowledge development and ethical implications of applying research-based innovations/knowledge. Report claims: "One of the primary reasons to move HLKN to SPH is that SPH's Council on Education for Public Health accreditation will not allow

SPH to eliminate degree programs or to offer joint programs” (p. 39). A recommendation to dismantle one of TAMU’s largest academic departments because an accreditation program does not permit another solution is ludicrous, at best, and disingenuous at worst. The rationale appears invalid, given that several other peer institutions have CEPH accreditation for their Public Health programs while simultaneously housing other units similar to HLKN’s Division of Health Education. One such peer institution - which the report failed to list in Appendix 3 -- is The University of Texas at Austin. UT-Austin houses both undergraduate and graduate degrees in Health Behavior and Health Education in their Department of Kinesiology and Health Education -- within the College of Education -- while also offering a BS in Public Health; at the same time, the UT School of Public Health offers MPH, DrPH, and PhD degrees (alongside non-degree certificates and programs). Other peer institutions having the same model as TAMU (Health Education programs outside SPHs), with concomitant Schools of Public Health and their degrees include: the University of Alabama Birmingham and University of Florida. Counter-Recommendation: Move the smaller unit of HPCHS at SPH into the HLKN Department. From both a budgetary and efficiency perspective, it is more feasible to move the smaller HPCHS from the SPH into the HLKN Department, given the Health Education Division’s history, scholarly productivity, national prominence and leadership role within the HLKN Department, the College of Education and Human Development, the University, and nation-wide. Moving the HPCHS department into HLKN would cost less and would allow the HLKN’s Division of Health Education to maintain its independence and leadership role within the profession of Health Education, thus contributing to the College of Education’s focus on developing professional educators of various stripes.

Here’s a finding from the report: “More than half of peer institutions house their schools of liberal arts and sciences in a combined college.” Based on this finding, the report suggest that TAMU should house its liberal arts and sciences in one college. I think before making that recommendation, one should also investigate how the liberal arts and sciences do in one college – are they thriving more when together or when separate? This is completely not addressed. Just the mere fact that they are together in some universities is not enough information to make such a big change. Out of the mergers under the proposed College of Liberal Arts and Sciences, the most problematic seems to be the merger of the Libraries under this college. It is my understanding that the libraries serve everyone on campus, and thus, limiting the libraries to one college would put the library in a very awkward situation where the funding and loyalty based on the structure is for the College of Liberal Arts and Sciences, but they need to serve everyone. I think strongly that the libraries should remain as a separate entity, separate from any specific college.

The basic idea of a university with 4 equally balanced pillars is very good. The imbalance between the huge Colleges of Engineering and Ag and everyone else has been holding the university back. Having a layer of leadership between what are now deans and senior leadership will create opportunities for strategic alignment and collaboration. Having said that, some of the detailed recommendations are unlikely to work and trying to force them will make the big-picture less likely to succeed. It seems silly to get bogged down in discussions about, e.g., the Bush School and Political Science, ignoring the big-picture recommendations that are potential game-changers.

I understand that combining many current colleges into one larger and broader College of Arts and Science is controversial, but on the whole, I believe that combining all sciences into one college is beneficial and I don’t reject, out of hand, the notion of combining, arts, humanities, and sciences together in one large college. However, I believe that this must be done with care to offer advantages over the current structure. The reason I emphasize the need for a careful approach stems from the embarrassing lack of care and precision in portions of the report. It would have been helpful for the authors of this report to be sure that they use/report accurate numbers. I am not sure what to make of numbers I read in the report that I am not familiar with when I see numerical values of, for example, number of departments in a college that I know to be incorrect. From my own experience as an undergraduate at UCLA, a large state school with a good ranking and College of Letters and Arts, I more or less thought of UCLA as being equivalent to the College of Letters and Arts. From my perspective there was no difference. The university/college was large and many faceted and most of my educational experience was defined by the department where I majored. The one thing that I enjoyed about the broad College was my opportunity to take broadening courses that were far more free and open than we currently offer students at TAMU. That is, as a physical science major, I was required to take (and enjoyed taking) a year (2 semester courses) in each of the other areas of the College - biological sciences, social sciences, and humanities. ALL courses within the College were counted as broadening courses in one of the four areas of the College, not just some designated introductory broadening courses. Thus, I was able to take an advanced German 5 course reading original literature in the original language or great writers, rather than a low-level introductory course in humanities, and I enjoyed taking a business law class as a broadening course, a course that has been useful throughout my life. After all, once the faculty of the university have approved a course as part of the curriculum, why add

complexity and dumb criteria of what a broadening course must accomplish? Clearly, a challenge of a large broad college is prioritizing faculty hiring in different more specialized programs, and evaluating faculty for tenure and promotion, requiring faculty and administrators to define what constitutes excellence in diverse fields. This ultimately has to be done for the university at some level, whether it's within the college or outside the boundaries of the college. I can only say that I feel that I could offer appropriate assessments of careers in the sciences, but I'd have much to learn to assess excellence and professional achievement in the liberal arts, performance arts, and visual arts. There are two specific recommendations of academic realignment of this report that I would like to comment on. The first I strongly favor, and the second is highly problematic. I am delighted to learn of the change in course recommended in the arts and journalism. Performance arts at TAMU will benefit greatly from adding real performance to the study of performance. Our current model makes the false assumption that writing papers, analyzing the arts is especially difficult, worthy, and good for the careers of our students, when performance itself, as taught in conservatories is unworthy of a university education. I endorse this proposal as presented, and believe that STEM fields and the entire university experience will benefit by converting to STEAM. I am not in favor of deleting Biology from any College of Arts and Science. I agree with the authors of the report that TAMU's current situation with life science faculty and students split across many colleges and programs requires redress. However, I believe this could be solved with more innovative approaches than simply to redraw silos of the university. Interdisciplinary institutes and centers that focus on life sciences and agricultural applications come to mind as potential solutions. The problem with moving all biology to the College of Agriculture neglects the important connections between biology, and other sciences, including physics, chemistry, geology - ie. biophysics, biochemistry, geobiology. To be sure, my own specialty will not be hurt by this change. It is simply unimaginable to me that biology will thrive at Texas A&M by initiating barriers and cutting off interdisciplinary studies and educational programs.

If the Colleges of Liberal Arts and Sciences are combined, please ensure that the humanities are not lost. Current promotion processes for non-tenure track faculty vary drastically across these two existing colleges. I fear that we in the humanities will be further devalued if combined because we do not bring in the same sort of external research dollars (even though we teach the majority of undergraduate classes). For additional consideration, programmatic assessment will be difficult. I currently serve as the Faculty Fellow for Academic Assessment in my college. I'm good at my job because I have served at the national level for my discipline as an accreditation program reviewer. If the two colleges are combined, this role will need to either be a full time position for one person OR maintain separate fellows for the disparate departments. The scientific method is not applicable when conducting assessments in the liberal arts and humanities. The suggestion of establishing a new VPA school is one that doesn't seem to take into consideration the THECB guidelines and restrictions. Many of the programs suggested in the report would be nearly impossible to develop given our proximity to UT Austin and UHouston, schools with well established visual arts, music and performing arts, fine arts, and journalism. Furthermore, it appears that the writers of the report are unfamiliar with the curriculum in both the departments of English and Communications where media literacy is covered in multiple courses along with information literacy. The recommendation to move Political Science to the Bush School is faulty because it assumes that public policy and the study of political sciences are the same - they are, indeed, drastically different. Merging the University Libraries with this new proposed college would drastically impair how our libraries function. Currently, we have multiple collaborative endeavors with our librarians in a variety of methods including the creation of award winning OERs and the embedding of librarians into our first-year writing courses. We function well because we are able to seek funding from different resources given our different governance. Merging would severely reduce those possibilities. Additionally, creating a library sciences program is something else that will likely not be approved by THECB given our proximity to UT Austin. As it is currently conceived, the University Studies degree is one that is not initially chosen by incoming freshmen; rather, it is oftentimes a degree that assists those students who are struggling to complete a degree program. If it is limited to Arts and Sciences, there are numerous other students who would not be successful in graduating.

Many opportunities for museums and existing strong partnerships with Bush Library & Museum/NARA. Consider continual rotation to highlight research breadth and depth, especially noting ties to Texas history, TAMU(S) role in the state etc., in addition to Natural History Agriculture or Agriculture and Life Sciences as a pillar will resonate with diverse "stakeholders" better than AgriLife. The College of Agriculture and Life Sciences is the academic anchor for the Agencies united as AgriLife. School vs Institute vs College is used loosely throughout the document. Clarifying structures will be necessary – importantly because they affect the flow of dollars and credit. Visualization has many applications and interest from DOD, engineering, med, science, etc. Need to be careful to not pigeonhole as an Art

function only and encourage broad multidisciplinary interactions. Discussion of Biology programs overlooks the disparate skillsets emphasized between, for example Conservation Biology and Microbiology, and neglects the 6 different majors offered through the Biology Department. This document also neglects the recent faculty investment that has elevate Biology's stature and productivity substantially. Attracting some students to Biology within COALS would be more difficult than to Arts & Sciences. How will an undergrad degree program managed in an institute - financial structure, faculty instructors - credit and reporting lines, identity, etc.? Putting a pre-professional program like BIMS into the proposed structure would likely cause the program to suffer without strong clinical relationships that currently exist. Moving undergraduate BIMS to a new COALS institute is expected to significantly disrupt faculty effort and fiscal resources that support the CVMBS mission critical research activities and veterinary and graduate training. Very few CVMBS faculty have effort allocations totally dedicated to the undergraduate BIMS program. The approach to a general first year biology program - like engineering's approach - is appropriate. Managing the credit hour cap to get students to their elective courses is the challenge. Recommendation 9b investment in a new Small Animal Hospital with the goal of a "destination" hospital will both require and provide education and training of veterinarians, vet techs and nurses, and other trained professionals. It's not clear how eliminating the undergrad major improves focus on the core mission. A successful hospital would attract even more students to the program. Recommendation 9b VPR staff, AV should be included in discussion of clinic design, structure as contributors of animal research care perspective and building related compliance recommendations. Recommendation 9b If vet medicine evolves as human medicine has done, the equivalent of nurse practitioners or other skilled titles may become important in the future. Recommendation 9b Close ties of BIMS with the clinical program faculty is helpful for preprofessional students. Recommendation 9b 5 Remember that COALS is part of TAMU. Recommendation 9d Merging HLKN and HPCHS makes some sense. May wish to consider focusing a college on human focused health activities together, e.g. HLKN, KINE, Nutrition, public health, parks & rec, architectural landscape and spaces designed for health, hospitality, food science, etc.

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The recommendation to combine liberal arts and the college of science is not in the best interests of the school. I was previously at a 4-year institution which wanted to implement similar changes, and while faculty successfully blocked some attempts others went through. The given excuse was "This will save money", but no one believed that, and indeed it was later shown that it did not save any money. What did happen was the morale lowered as well as the opinion of faculty towards administration. The current explanations that "Other schools do this" and "it will balance the numbers" seem to come from a consulting firm that does not understand academia. I am hoping this will be an example where administration listens to the faculty of science instead of being moved by other motives.

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I would like to see the focus aligned with the core missions of this university. Efficiency (fewer positions, perhaps less salary cost) should not win out over efficacy (as researchers, knowledge creators, educators). How, specifically, will the proposed changes benefit our core missions? What metrics will be put in place to ensure we are meeting these benchmarks toward improvement? How will involved units provide input? How will lost time and effort related to moves, dismantling of departments, etc. be compensated? The rationale provided for several drastic changes appears to simply be that other universities do so. However, there doesn't seem to be a recognition or valuing of current strengths or previously stated goals of this university. I have concerns about the unexamined effects of these changes on every aspect of our mission. I, for one, am very interested and invested in seeing us continuing out upward trajectory in growing as a top tier research institution. Many of the consolidation suggestions will certainly have short term, and likely have long term, effects that hinder this trajectory (see comments on IT and HR below). I am concerned that the proposed realignments were not informed by the would be affected faculty. There are several places where the roles of units are considerably misrepresented and clearly misunderstood. For example, moving of the libraries to a single college misunderstands the vital function of the libraries and librarians for the university as a whole. I would argue (as a faculty member) that our libraries are a shining star of this university - far superior in their expertise and service to the education and research missions of the university than any other institution I have seen. A strength to be build upon on how to work effectively across units, disciplines, and institutions. As an assistant professor that has already had to rebuild my lab due to a building move, I am concerned about another delay in research productivity in having to relocate as part of the restructuring. My ability to maintain and get new grants is dependent on a functioning laboratory and research infrastructure. I would like/hope to see serious consideration of cost to research time and effort, essential research, and support - particularly for those of us who are in crucial career building stages. I also am an interdisciplinary researcher. I agree that there is a lot TAMU can do to support and facilitate collaboration across units. However, this goal does not seem connected to the restructuring recommendations. In fact, our interdisciplinary units

are differentially handled and moved across several other locations.

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I've been at A&M long enough that when I joined the Department of Communication the university was in the process of dismantling the Journalism program. I didn't think that was a good idea at the time and I've been supportive of bringing displaced Journalism faculty and courses into our department, creating the Journalism certificate in our College, then bringing the journalism program into the Department of Communication (which only happened recently). I would like to see Journalism flourish at A&M--I agree with the report that journalism and journalistic skills are important for democracy. I'd go even further and suggest that with all of our connections to social media we all now have the power of journalists, editors, videographers, and fact-checkers--and we all have access to the public sphere. It is dangerous that we all have this power without any training in journalism skills. We ALL need journalism training, just like we all need training in other aspects of communication. Issues such as news values, privacy, defamation, news frames, agenda setting and more are relevant to each member of the A&M community. Indeed, journalism and communication skills are so important that I'd rather see the Department of Communication turn into a Center/College for Communication with a Journalism degree. According to the report, faculty rank communication skills as important for student success, and they are, but they are also important for the proper functioning of our public sphere. ("When faculty and staff respondents were asked to rate the importance of various skills to student success, three factors were rated as important or very important by almost all respondents (96 percent each): 1) Development of core skills like communication, critical thinking, and quantitative reasoning; 2) Ability to collaborate and connect with others" MGT report, p. 7). A Communication Center or College (or whatever makes sense as larger than a "department") would provide synergy and leadership throughout the university. We could continue to produce students who are skilled in Health Communication, Media Studies, Rhetoric, and Organizational Communication in the Department of Communication and add a Department of Journalism. We could (for the first time, I believe) oversee the KAMU PBS/NPR stations, which are woefully under-utilized. We could bridge to courses taught in Marketing/Advertising in Mays, and courses taught in Agriculture. We could support university MarComm efforts and help to train faculty to be experts in public scholarship. There's a lot that we could do with a vibrant Communication Center at Texas A&M. The University of Texas has a thriving College of Communications, we could look to it for inspiration.

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The College of Arts and Sciences isn't a bad idea, and would potentially come with salary savings from duplicated administrative positions under the new organization. It seems bizarre to me that biology would no longer be grouped with the other sciences, as is the case at all of the top 150 US universities with the exception of Cornell, or indeed, worldwide. With 21 million dollars in external funding in the past year, the biology department would appear to be relatively efficient compared to peer schools that are being incorporated into arts & sciences.

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The Biology department is a basic science research department that is on a steep upward trajectory, and has significantly increased in ranking despite little investment from the University and with a poor research infrastructure. Three years ago, we developed a research strategic plan that we are committed to implementing and to its success. In our first year of implementation, we hired 5 stellar new faculty whose research complements and expands our strengths in Biological Rhythms and Microbiology, including Wanhe Liu from the lab of Nobel Laureate Michael Young who received a 2M CPRIT recruiting grant to come to our department in the College of Science. These hires would not have been possible if Biology were not a strong and forward-thinking department and surrounded by excellent and diverse colleagues in the College of Science. A similar effort is underway to hire 2 evolutionary biologists, and 1 microbiologist this year. The possibility of moving the department to COALS, or disbanding the department, obviously seriously undermines these efforts and our current upward trajectory, and critically risks our faculty and staff leaving TAMU, including several Biology faculty who are on track to become National Academy members. In addition, the world renowned strength of our Biological Rhythms group is helping our current efforts to recruit a Nobel Laureate to Biology. This effort would undoubtedly fail if the department were moved to COALS and/or dissolved. On the other hand, imagine what we could accomplish if investment in our strategic plan continued, as indicated in the MGT report is needed, including a projected improvement in rankings to a top 30 Biology department, which would occur in ten years or less. Importantly, we are not opposed to constructive criticism and to making significant changes to improve. This is reflected in how we critically examined the department in our strategic plan. For this reason, we recently hired an ambitious and forward thinking outside Department Head who has developed aggressive plans to stimulate underperforming faculty, and who is fully committed to executing our strategic plan. This is working: in 2021, our faculty received, or have grants pending with scores within the payline, over 20M in new grant funding, primarily from the NIH. Despite our eagerness to improve, for some of the reasons listed below, I (we) are NOT in favor of moving our

undergraduate program and department to COALS. The MGT report states that most peer institutions do not have Biology Departments. This is unfortunately not correct. Of the 52 institutions ranked above TAMU (not including medical schools), 28 have stand-alone Biology Departments. The other 24 have two or three departments comprised of biological sciences disciplines, such as Genetics. a. Culture: Faculty and students in Biology have few natural connections with COALS, with the exception of Biochemistry, but have significant and fruitful collaborations within the CoS. As indicated above are a basic research department, not an applied research department. We make discoveries that can be used in applied research. Biology faculty are currently working closely with Chemistry to build a new program in Synthetic Biology, which was part of both of our departmental strategic plans. Programs in Bioinformatics in Biology, Math, and Statistics is another example of an area of growth and collaboration. If change is needed based on a fair, data driven analysis, an alternative to explore would be to move Biochemistry to the CoS to strengthen ties with Biology, Chemistry, Math, and Statistics. If one goal is to strengthen ties between Biology and faculty in departments in COALS, this can be done using joint appointments. Graduate students and undergraduate students who apply to Biology want to be in the College of Science. I (we) are deeply concerned that a possible move to COALS would undermine our success in recruiting top students. Furthermore, the majority of our faculty are funded by the NIH. I (we) are extremely concerned that a move to COALS would negatively affect our ability to be successful in NIH grant applications, which in turn, may negatively impact faculty recruiting. We agree that undergraduate programs, particularly BIMS, that partially duplicate offerings from Biology may confuse students. Thus, we would enthusiastically participate in the new Institute of Biological Sciences to help clarify and coordinate undergraduate Biology education. Biology is uniquely positioned to lead the integration of these programs. Currently, students in both Biology and BIMS take a progression of four Biology courses over their first two years that are taught by Biology faculty. Upper-level course redundancy, particularly in Microbiology and Anatomy & Physiology, can be eliminated by unifying existing courses. In addition, should BIMS be placed within the new College of Arts and Sciences, all major service courses (including Math, Chemistry, Statistics, and Physics) would be housed within a single college, streamlining the advising process. We would generally support a merger of the Colleges of Science, Liberal Arts, and Geosciences. In a recent meeting, faculty and staff expressed unanimous support for placement within the proposed College of Arts & Science. This will continue to facilitate existing research collaborations and forge new collaborations, along with continued teaching excellence. For instance, several of our faculty have close collaborations with faculty in Psychology in combined efforts to develop therapeutics for spinal cord injury, and there are also many potential collaborations with researchers in Geosciences who are interested in, for example, biological processes associated with petroleum, and geobiological approaches to study evolutionary processes. The department is actively developing plans to enhance biology education by implementing virtual-reality in the classroom through a collaboration with the Department of Visualization. Therefore, the proposed restructuring in Arts and Science would facilitate collaborations and the long-term objectives to increase high-profile interdisciplinary research that increases external funding and rankings. Furthermore, given the increasing emphasis we are placing on having our undergraduates be able to communicate results, I believe this merger will facilitate improved teaching. Personal and broader implications— I recently was informed that a new and major donor to TAMU is interested in funding aspects of my research program. The plan, as I understand it, is that the donor will provide an initial \$500K to my lab, and I believe the same to a second lab in another department and college. This is meant to be an initial investment to develop a relationship with the College of Science and TAMU, with the potential of additional significant donations in the near future. However, the MGT report stating that there is a “perception” that Biology is underperforming, while all data indicates otherwise, would likely deter this donor, or anyone, from investing in Biology, the College of Science (or Arts and Science) and TAMU.

The survey did not ask about academic realignment and it does not seem that many faculty/ deans/ department heads were consulted by MGT in preparing their report. This campus has many experts in organizational operations who have criticized the unscientific way in which the survey was conducted, included the unequal sampling of former and current students. I would support the creation of a University-wide taskforce to conduct a full study into the creation of a College of Arts and Sciences so that the people affected can play a part in shaping this college. This would ensure that the new college stands on firm grounds. I vehemently disagree with the reports conclusion that "the current Department of Biology is underperforming and there would need to be a significant investment to bring the productivity to an acceptable level." The biology department has an excellent reputation on campus and across the US. They are already investing significant amounts for new faculty hires that will even further strengthen the biology department. Further the conclusion that most of our peers do not have departments of biology is not correct - Cornell is not a peer institution. The following large land-grant Universities all have biology departments (with some separating Integrative



Biology and Cellular and Molecular Biology): UT-Austin, University of Illinois-Urbana Champaign, University of Michigan, Michigan State University, University of Colorado, University of California Berkeley, UCLA, Florida State, to name just a few. Of note, these departments are all in Colleges of Life Science, Sciences, or Arts and Sciences, and are not in Schools of Agriculture. Biology is a basic science while agriculture is an applied area. The suggestion to move the Institute for Neuroscience (TAMIN) to the VP for Research is not supported in the report. TAMIN is highly focused on graduate education through its PhD program and helps to coordinate the new undergraduate neuroscience major. This institute needs to remain under the Provost's office and the Graduate and Professional School so that the academic mission of TAMIN can be properly supported.

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While I, personally, am very comfortable with the structure of a College of Arts and Sciences, most of my colleagues are not, in part because in this document the transition process and the details to its implementation seems both unclear and rushed in this report. In humanities departments--interestingly, "humanities" is mentioned exactly once in the body of this report: humanities appear to have been replaced by "arts", which in the past the coordinating board specifically has stated we cannot offer--in particular there is a real fear that rather than strengthening the the profile of humanities in this University, that humanities will continue to be minimized. Too many of the social science departments in the current CLA are supposed to be split off to the Bush School; people are very concerned that rather than becoming a STEAM university, we will fade into the background and become even less visible. I also can't imagine that the department of biology will be happy being sent to Agri Life, a scheme which has been resisted for many, many years and their reasons have not changed. While getting rid of BIMS is probably a very good idea--students in that program are vocal in their complaints--losing Biology from the College of Science (or Arts and Sciences) is weakening basic structures. It is also baffling why that department is described as being "perceived" as being "under-performing" when the metrics show it is not.

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As a faculty in the Department of Visualization that teaches (mostly all of the) Design courses currently offered at TAMU, I love the idea of moving VIZ to a new college. I also think we should have a Department of Art and Design. We have an Art Minor currently, but this does not give students the curriculum needed to graduate and pursue a position in the design industry. We are missing an entire segment of the Fine Arts population. As a top-tier University, why do we not support the arts more? The want is there, I see this every semester with very long waitlists and students trying to take the limited design courses we currently offer. Also let it be known that we do not currently offer a Bachelor of Arts in Visualization, only a Master of Fine Arts. I would love to see a BA in Communication Design (or something similar). These programs at UNT, UT, Tech, Texas State, Etc. have been going strong for years, and I think A&M should be able to compete. I am 110% support a new School of Fine Arts with a BA in Design and/or Communication Design.

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The restructuring proposed for Biological Life Sciences in Finding 5 has the potential to negatively affect a lot of Biologists, including myself, on campus. Importantly, the premises of such a restructuring as elaborated in the report seem to rely on a 'perception' that our current Department of Biology is underperforming. It is not clear where this perception comes from, but it is erroneous and not supported by data. In contrast to the said perception, and based on a number of quantifiable metrics, the department of Biology is on an upward trajectory and perhaps the leading life science-related unit on campus. Measures of marked improvement are seen in i) the success and retention for ALL life science majors (DFQ rates decreased by 30% in the last 5 years), ii) first year retention of Biology majors above the current level campus-wide, iii) number of majors and diversity above that of the rest of the University, iv) significant increase in federal grant \$, and v) increasing output of publications both in terms of number and impact. A formal external review by a single committee of all life-science units on campus would most likely demonstrate that Biology is not underperforming but is rather at the leading front campus-wide. The lack of clarity as to whether faculty in Biology would remain together or dispersed throughout the institution is a problem. Changes that would negatively impact faculty career trajectories would inevitably lead to a loss of talents at TAMU. Some sort of cost-benefit assessment of the proposed restructuring should be performed and presented with transparency.

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1. The report itself, in its introduction, states that "The consultant team was asked to identify changes that would restructure TAMU in a significant way to increase effectiveness and transparency and to contribute to overall student success." However, there are few, if any, references or recommendations targeting improved/better student outcomes. Shouldn't better student outcomes be a top priority? 2. The report speaks of a four-legged stool, but as it does, it appears leave aside the Mays College of Business and the College of Education, for example. Are they independent of A&M? Or are they a fifth, sixth or more legs? No "restructuring" is recommended for Mays, for example, so perhaps it is the model for all the other entities? 3. The report appears to ignore or not take into account its own internal recommendations. For example, the report recommends to merge Liberal Arts, Sciences and Geosciences in order to

create a college of Arts & Sciences with 23 departments, 124 degree options, 14,000 students. But the report later goes on to recommend removing Political Science, and possibly Economics and International Studies, from the mix; it recommends removing Biology and moving it to AgriLife; and it recommends removal of Performance Studies and placing it in a school of visual and performing arts. So, the report's own subsequent recommendations have the effect of cutting off some of one of the legs of stool, creating an imbalance and drastically reducing the adduced numerical strength of the "new" college of Arts & Sciences (presumably to a college of 18 departments and @10,000 students). 4. The report further ignores its own internal recommendations when late in the report it adds, at least partially, VetMed and Biomedical Sciences to AgriLife, lengthening/ strengthening one leg of the stool so as destabilize the purported advocacy balance. 5. As the report adduces the University of Michigan as a peer institution to be emulated, it glosses over or ignores the UM has 19 colleges, and its College of Literatures, Sciences and Arts houses 75 departments, where both the number of colleges and number of departments are wholly dissimilar to what is proposed for TAMU. 6. Before it starts, the report concludes that "This larger college structure creates a stronger advocacy for the liberal arts education at a STEM-focused university. This advocacy is a value in recruiting faculty in the arts, humanities, and social sciences which are often underrepresented at STEM-focused universities." The conclusion contains two assumptions that at the very least ought to be subject to question as they reveal a strong bias underlying some of the report's conclusions and recommendations. The first is "STEM-focused university." A&M's mission as a land-grant institution tasks it with serving the people of the state, which, depending on the moment in the state's history, may or may not make a STEM focus an imperative. Business is not STEM, and Sonny Perdue (Secretary of Agriculture) tells us that STEM education is really a vital component of agricultural education," but he doesn't go so far as to say agriculture is STEM. The report's idea that larger college "Creates stronger advocacy" is an assumption based on a sort of "might makes right" notion that is a tacit justification for violence (the mightier over the weaker) against the strength of ideas, which should be the currency of a university. 7. There appears to be no reference to specific, actual dollar savings nor to whether or not proposed "cost-savings" will compensate, for example, for the creation of at least two new VP's in the president's "cabinet." 8. The report has no particular concern with the care for the humanities as such. The Visual and Performing Arts development would be good, if done at the appropriate funding level, but again: a strong separation between visual and performing arts, and Hispanic and English literary studies and whatever remains of literary and cultural studies in International Studies such as it is configured currently, spells trouble for the future. The Humanities cannot thrive and cannot even survive in the absence of an appropriate and sufficient context. It is such context that seems to be just about to be terminally taken away. Not only are there no provisions in terms of funding a Center for Latin American Studies or Mexican-American Studies, the absence of which is nothing less than absolutely embarrassing for an institution pretending to be Hispanic-serving in the state of Texas, or any other Center of the kind that good, solid research institutions have and will continue to have (Critical Theory, Global Studies, Cultural Studies, Area Studies in general, etc.), but the tendency seems to be a continuous reduction of living space for at every level. The pretext of a poorly functioning and constantly declining Humanities Center can no longer serve as an excuse. 9. The idea should be to foster cooperation and aid the Humanities disciplines to become strong, rather than to weaken them and drive them into slow extinction, something clearly in sight for some remaining departments in Liberal Arts, where many things could be done. a. Among those things that could be done is NOT taking International Studies to a School of Public Policy, because INTS at TAMU is not an international-relations organized unit, rather a cultural-studies focused one. b. Among those things it is NOT leaving Hispanic Studies and English as marginal actors in a College of Arts and Sciences as miserable remnants of a past that this University should pay closer attention to, as it will come back, since every past always comes back and not necessarily as farce. When this university wakes up to the reality of what has been done to the Humanities, drop by agonizing drop, it will be too late. c. If cinema, art, performance, and music are to be housed in some newly proposed institutional development, it might make more sense for International Studies, given its actual cultural studies composition, and for Hispanic Studies, and for English, to be housed with them, rather than arbitrarily split into alien houses. Is it so hard for consultants writing a report to think about including "Cultural" in Visual and Performing Arts, as a third element?

Wondering how Arts and Sciences would be an improvement over two Colleges. Some have said CLA could get a better Dean. True, we have had some crummy Deans in CLA, [REDACTED]. In the long run, why is it important if we have a "four-legged stool structure"? I don't see how this could help faculty at all, or increase the stature of the university. Establish a Department of Journalism. Should be a Department of Mass Media that includes journalism. Elevate and expand the Bush School of Government and Public Service to be a highly visible and accessible part of the university portfolio through significant investment and a merger with the Department of Political Science. What do

faculty members in Political Science think about this? Bush School faculty? They should be the first ones consulted. Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences. Our library is excellent and I don't think that our fine librarians need to be faculty and have to publish or perish. Why is this necessary? Recommendation #9a. Reassign the University Studies degree program exclusively to the College of Arts and Sciences. Who is going to hire these students with that degree? Universities tried this in the 1970s, and many of them dropped the idea since these students usually are the last ones hired, often as salespeople.

The proposed combining of colleges is a huge undertaking and reorganization of the university. I am deeply concerned about the short time periods involved (the speed at which the report was written, how short the window for feedback is, and how quickly this is to be implemented) and I am very troubled by the lack of details and a clear cost-benefit analysis of this substantial realignment in the report. This lack of detail makes it very difficult to give constructive feedback, because it is completely unclear, for example, what resources would be provided to the new combined college. I think most people would agree that the sciences and the (liberal) arts have very little in common and that there are much fewer obvious collaborations than between, say, science and engineering. In other words, there are very clear reasons *against* combining the colleges (although these are not really discussed at all in the report). The main reasons provided in the report *for* combining the colleges are the resulting large size and that arts and sciences are in a combined college in some other universities. However, the report offers very little discussion of why a larger size is necessarily better (and there are clearly disadvantages to large size), and the university as re-organized would still have many smaller units/colleges (e.g., business school, Bush school) which strangely are not recommended to be combined (even though there are some much more obvious combinations there, compared to science and arts). The fact that arts and sciences are in a combined college in some other universities is also not in itself a reason for doing the same here. These combined colleges in other universities exist largely for historical reasons -- I am unaware of *any* precedent (in the last one hundred years, say) of any large university combining two existing distinct units of (liberal) arts and sciences into a combined college. I am also very concerned by the way the Department of Biology was maligned in the report, when its performance is objectively much better than that of many other units (e.g., med school) that received much better treatment in the report. It does not make sense to me to move this department entirely to the College of Agriculture and Life Sciences. This does not seem to make sense for all of the fundamental biology researchers. My understanding is that several high-profile professors may leave the university should the department be moved, and that it may be much more difficult to recruit certain researchers in the proposed system.

I teach journalism at A&M and see the need for more resources. My concern is that creating a department from scratch could be inefficient when journalism can be expanded in the Communication Department where it now resides. The report points to other universities where they graduate more journalism majors but it overlooks that those programs included communications in their departments/schools. We have made progress already and have plans and insights on how to grow to serve students and the community. This commitment from the university is fantastic and we can meet and exceed those expectations while building from the base of the Communication Department.

I do not object on the face to creating a new College of Liberal Arts & Sciences, though again, the rationale for doing so could be better supported. It's not clear that mere numbers of students and departments will put this new college on equal footing with the colleges that have associated extensions and "super deans." Moreover, the argument that other institutions use this model is not compelling. Are these institutions satisfied with the model of Arts & Science colleges--were they intentionally created? ---or did their colleges simply come into existence because of institutional history? As with all units, the success of such a large college with diverse teaching, research, and service requirements will require strong leadership. Another concern is the see-sawing recommendations. The report seems to be prepared without a knowledge of institutional history, PERF courses have been recently created from courses formerly labeled with other prefixes, and now the mandate is to create new departments. No mention was made of the recent changes -- what has changed to compel the realignment? Likewise, TAMU once had a major in journalism, which was eliminated. No mention is made of the previous major and why it was eliminated and why the situation has changed to once again make a journalism department and majors viable. As an aside, a major in print journalism does not seem forward thinking. I object to removing the Department of Biology -- a critical component of the sciences out of the College of Science (or proposed College of Liberal Arts and Sciences). It doesn't make sense to pull Biology away from the important existing collaborations. If anything, the Biochemistry and Biophysics department should be moved TO the College of Liberal Arts and Sciences. Any issues with undergraduate majors can be resolved through new policies and procedures as far as change of major policy and advising. Reassigning the University Studies degree to the College of Liberal Arts and

Sciences does not meet the needs of students who are seeking "build your own major" options in Business, Engineering, or Agriculture. Why doesn't the rationale of a college not having to be distracted with students who do not have the qualifications or interest to enroll in a College degree program apply to the College of Arts and Science? One issue that was not addressed in health-related majors is the requirement that students changing to Public Health must be core complete, making this major fairly inaccessible. However the consolidated programs/degrees are created, they should be designed so that students can utilize them more easily.

See comments above. I would also point to NC State University as a cautionary tale. They realigned colleges and resulted in destroying a world-renowned Genetics program. The university bled faculty as a result (in part) of this realignment (several came to TAMU). If this goes poorly...it is a huge problem. Please be careful about implementation here with clear attention toward student experiences and faculty / staff morale.

Combining the Agrilife and Biological Sciences sounds like a good idea on the surface, but I have reservations about how this might work. Many of our students in the Biological sciences take courses in Heldenfells, and having to go across campus for advising, etc. might pose significant logistical problems for many students. Many students in Anatomy & Physiology also go on to take courses in Kinesiology, which is housed in Heldenfells. Expansion of the current research programs in the Biological sciences is a good idea, perhaps even renaming the Biology Department as the Biological Sciences and Molecular Biology department might possibly help to attract more quality research scientists to the university. The University of Texas at Austin created their own Molecular Biology Department and split it away from the Biological Sciences Department. Combining the Biology Department with Agrilife seems like a logistical problem to me, and might make communication problems even worse. These are my observations and concerns as a full time employee here at the university for the past 7 1/2 years.

The combining here and the reorg of biology seem a good idea.

I am highly skeptical about the value of the proposed consolidation of liberal arts, geosciences, and science into one college. Most of the rationale given in the report are almost completely vacuous (especially without further details), and there are many risks and costs associated with such a move. The rationale that a slight majority of "peer" institutions have combined arts and sciences colleges is completely unconvincing. An omnibus college of arts and sciences is in some ways more of a historical relic than a carefully considered academic structure for a modern setting. Citing the University of Michigan as an example (as the MGT report does), the UM-LSA website indicates that the college has been around for 175 years. Thus the very diverse set of departments in the college have a long tradition and culture of being in the same unit. It is very different to think of merging units that have grown up separately as opposed to having this kind of history. In addition, the reputation and quality of the departments at UM is much more homogenous across LSA than it would be in such a unit here. Finally, if one wants to look to peer institutions as a model, it isn't clear to me why other models weren't considered that might fit the culture of A&M better. U. Minnesota for example has a College of Science and Engineering. Given our culture and history, this makes a lot more sense for A&M than the proposed structure does given the greater similarities in research modalities between science and engineering vs. science and the humanities. The catchall rationale that centralization is good is pretty much worthless. The proposed merged college would have a very diverse set of units in it with a very diverse set of cultures and needs. These would have to be carefully considered in the administrative structure if the result is to be strengthened units and not weakened ones. Going back to the UMich example, their LSA college has an overall dean, then subdeans for humanities, natural sciences, and social sciences. That is a gain of administrators, not a loss. There would also have to be separate infrastructure for other services; research support for example could not be consolidated much without losing function because funding agencies, etc. differ so much between the different areas. In short, I believe consolidation will only yield significant savings if it is done on the cheap and in a way that causes damage rather than progress. Finally, the report points out that a single merged college could have more political clout within the university. There may be some merit to this, but in the end the health of units in the university depends MUCH more on the intentions and priorities of the university administration than on the college structure. I have previously worked in a university with a combined college of arts and sciences. It is true that there may have been some administrative efficiencies due to the combined structure--there was for example a single dean with no area subdeans as UMich has. However, it was not a good place to do science. We had a series of deans from the humanities. Some were well-intentioned towards the sciences and some not, but all struggled to navigate the diverse set of cultures and needs in the college. The unit most definitely did not have strong or proportionate clout in the university. Very often the main efficiency that seemed to be gained from having a combined college was the ability to efficiently marginalize and underfund the departments in the college as service teaching units

rather than to strengthen them into robust units with a strong focus on research and scholarship. I VERY strongly preferred moving to A&M and working in a College of Science with a more focused identity and stronger support. Given the current situation at A&M, I think it is most likely that one of two things would happen if the merger were carried out as proposed. Either all units would suffer, or some currently weaker units (generally the humanities) would see increased investment at the expense of the ones that are currently higher-ranked (generally the sciences, broadly construed). Raising the level of ALL units--which I hope is the goal of the incoming administration--would require both a strong monetary investment (especially if any of the new departments and programs that are proposed come to fruition), and a very thoughtful construction of the new administrative structure. It is clear that the merger would be quite costly in the short term in terms of faculty, administration, and staff time and effort. It also comes with a lot of risks and potential downsides. There is some upside potential, but I view it as being minimal and unlikely to be realized. There is some intellectual attraction to the liberal arts model of arts and sciences, but this is in some ways anachronistic in modern scholarship, and it also does not fit the unique culture of A&M. Why not work with and build on our culture instead of trying to squelch and supplant it? I am also highly skeptical of real cost savings unless the administrative structure for the new college is done on the cheap, which will immediately weaken departments and not strengthen them. On the other hand, if an A&M president wants to strengthen the units that would be in the proposed new college, they can do so without the new administrative structure. Building a stronger arts identity and presence for instance requires investment and will. It does not require the new units to be in the same college as the sciences. In the end, if the merger goes forward, I am very concerned that it is done with a view towards strengthening all units and less so with a view towards cost savings. Otherwise this will end up weakening all of the departments in the new college, and by extension the whole university.

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I recommend to include or integrate biological programs (from College of Science), biomedical programs (from Vet School), and kinesiology programs (from College of Education) into COALS. This should be the only move to enhance our national and international competitiveness.

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Recommendation #5 is a perfect combination between intellectual incompetence and academic ignorance. 1. What is "Institute of Biological Life Sciences"? Which Life Sciences are not Biological? 2. Merging the Department of Biology in to AggrLife will be a huge mistake because few of the Biology faculties study agriculture-related topics. Instead, It'll be a better idea to merge the Department of Biochemistry and Biophysics into the College of Science. 3. Sending Biology faculties to AggrLife could potentially cause the loss of many faculties, especially the junior ones. This loss will cause the university tens of million of dollars and a couple of decades to recover. 4. Merging the Department of Biology in to AggrLife will cause the loss of many undergraduate students, which is against the mission of the university.

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As a tenure track (but not tenured) faculty member in the college of liberal arts, I have to chief concerns when it comes to the proposed academic realignment: assessment and resource allocation. Assessment: Fields like chemistry and physics have very different research strategies than departments like anthropology or history. Our research tends to take longer and the end result looks very different. It would be impossible to evaluate the academic success of a faculty member from the English department by the same metrics that one would a geologist. If these wildly disparate fields were to be all combined under one massive tent, I would suggest having smaller sub-units evaluate academic performance. Resource allocation: The impression that I get is that A&M prioritizes STEM programs over the liberal arts programs. The university is largely understood to be an Engineering school. My concern is that the twelve departments in the College of Liberal Arts now will become second fiddle to the STEM departments that they would be combined with.

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The removal of the Biomedical Sciences UG from CVMBS will have a profound impact on the College. The faculty teach in the DVM, grad and undergrad programs and the students -intending on careers in biomedical fields- develop a professional approach as they are embedded in a professional college. The UGS help with research in the college and develop excellent skills. The BIMS program has an excellent reputation. CVMBS needs to increase its research portfolio and that is the main weakness that holds us down in college rankings. Developing the Arts is an excellent endeavor and will improve the culture in the area.

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I am strongly opposed to the idea of breaking up the College of Liberal Arts and merging some of the remnants with Science and Geosciences. It is worth noting that no deans, faculty, or departments impacted by this proposal were consulted in this process. The only advantages of such a move that are described in the report fall into two categories: bigger is better, and this will make us look like other universities. But bigger is not always better, and I am not clear on why looking like Michigan is such a sought after target. Who ever became a leader by mimicking others? There are several concerns that arise from this proposal: 1) Where do the Humanities fit into this? I see that the report discusses

the Arts, and the Social Sciences might have a fit within a larger College of Arts and Sciences, but what about the Humanities (incidentally, I am not sure the report writers understand the distinction between Arts, Humanities, and Social Sciences)? What happens to the many faculty and students who study Humanistic questions? 2) How will promotion and tenure decisions be made? Can a Physicist fairly assess the research productivity of an Assistant Professor of English? Or can an Anthropologist fairly assess the research productivity of a Mathematician? 3) How will merit allocations be determined? 4) Will there be equity adjustments for faculty, staff, and students when they move into the new College? I only have data for faculty, but the median salary for Science faculty is \$139,000, the median salary for Geosciences faculty is \$117,000, while the median salary for Liberal Arts faculty is \$104,000. I assume similar levels of pay inequity will exist for staff and graduate students. Will these pay inequities be addressed? 5) How will resources be allocated to departments? How does one Dean scale the needs of departments that have vastly different resource requirements? Will this create a class system of haves versus have-nots? 6) How would such a college be administered at the level of the Dean, without replicating the structure that already exists in the separate colleges? How will leadership of the College actually be determined? I note that the other legs on the stool described in the report are headed by either Vice Chancellors (Engineering, AgrLife) or a Vice President (Health). Will this be the case in a new College of Arts and Sciences? 7) Most importantly, I see nothing in this proposal indicating how this benefits students. So the question becomes, how does this benefit our students? The report also recommends creating a number of new departments in a new School of Visual and Performing Arts. It was my understanding that the Texas Higher Education Coordinating Board had previously limited our ability to offer such programs. The report recommends creating a Department of Journalism. It seems the report writers are not aware that there once was a Department of Journalism, but it was closed down and (I think) merged into Communications. Had they sought feedback from Departments they probably would have had more insight into this. The report recommends merging Political Science (and maybe Economics and International Studies) into the Bush School. However, this seems to stem from a superficial understanding of what these various units actually do. What the Bush School and the Department of Political Science do are quite different things, and I do not think such a proposed merger would benefit either unit, and especially not their students. The report recommends creating an Institute of Biological Life Sciences. That title alone speaks to a lack of understanding; it should either be Biological Sciences, or Life Sciences, not both. This recommendation appears to not understand the distinction between basic research (e.g. Biology) and applied research (e.g. Biomedical Sciences). As an illustration, Biology faculty research questions like: how do genes or viruses or bacteria work? Biomedical Sciences faculty on the other hand research questions like: how do we prevent or treat diseases? Faculty will use entirely different approaches to answer these different questions. The report indicates that merging these units will allow for easier collaboration, but this is another case of fixing a problem that doesn't exist in reality; there are no barriers to collaborative research between these units. I think that moving Biology out of Science is a bad idea. The recommendation that a new Department of Library Sciences be created seems like another bad idea. Did anyone at all ask the Librarians what they thought? How will faculty librarians be ranked? Will they be tenure-stream? How will promotion and tenure be assessed? Will they be required to teach courses? Especially since no courses currently exist? Is there sufficient student demand to offer degree programs? Will they be able to graduate sufficient numbers of PhDs to satisfy the THECB? So many questions, so few answers provided in the report. The report also recommends reassigning the University Studies Degree to the new College of Arts and Sciences. Allowing students to build their own major seems like a recipe for unemployment for the students. Who will hire graduates that follow this approach? Overall, these ideas regarding academic realignment seem poorly considered and weakly justified. Perhaps if faculty input had been sought prior to writing the report we might have been able to work together to craft a meaningful vision for a shared future.

1. COMBINING INTO FOUR LARGE COLLEGES - I have a hard time seeing how things will be better by doing this. Bigger is not always better. Students don't pick you because your major is in the largest department in the nation. They do not pick anything based on there being the large college of so-and-so. I don't see how it helps faculty. To say combining liberal art and sciences into one unit would elevate liberal arts seems silly. I do not agree that it will elevate the arts. I see this as a pure attempt to save money, but see no rationale that it will make any of our programs better. This is not about anything but money. (I am not affected by this, so have no personal stake in it). 2. SCHOOL OF VISUAL AND PERFORMING ARTS - Investing heavily in an area where we have no real expertise seems to be poor management of money. We can't be the best at everything. Put our resources into things that we are good at. The amount of money and time it would take to end up with an truly excellent school of these would be prohibitive and at the expense of things we are already on the way to being a leader at. Yes, liberal arts are often not prominent at STEM schools. That's

ok. I'm saying ignore liberal arts, but this is not where I want to see our money spent. It's fine if we are excellent at some things and not at others. Put your money where it will make the most difference. It's not a new school where we have no expertise! 3. JOURNALISM - No issue bringing this department back and it makes sense. The flowery language aside talking about how this will re-establish trust in the media is silly. But it is reasonable to have a dept of journalism in a school like ours. 4. BUSH SCHOOL - Totally agree. It needs to be more prominent and could really give us even more national recognition than it already does. 5. INSTITUTE OF BIOLOGY AND MOVING BIMS MAJOR - This is probably least logical recommendation and though I am not in those areas (I'm in Medicine), this would be a mistake. The reasons BIMS is a popular major is because it is run by a professional school and taught that way. In Medicine we very much value BIMS students because they come so well-prepared, having been taught with a professional school mindset. To take it away from VetMed will not somehow help this major. You don't fix something that isn't broken. Very bad idea. While I don't know the status of the Biology department, putting it in some new institute does not seem to be a rational fix. If it isn't doing well, get new leadership. All this rec will do is hurt something that is working well and it will not fix what may be wrong with the other. 6. LIBRARIES - No opinion 7. TEXAS A&M HEALTH - No big issues with the recommendations. Though taking unwilling faculty and having them teach a class across campus does not sound like a recipe for success. It seems more productive to have them contribute to the teaching missions within A&M Health.

I agree with the report that previous policies distorted the core missions of some colleges, and that it makes sense to refine and refocus them. In the past, SCH-driven funding formulas drove these colleges to add large undergraduate programs, even if they were tenuously connected to their mission. A new funding formula should really be explained and implemented or we will just drift back to the same situation over time. I also agree that a School of Fine Arts is a great concept that would elevate the university, but is likely to be very expensive. Unless or until a big donor endows the whole thing, can this be funded? If one were designing a brand new, extremely large university from scratch, one could envision a lot of different structures. Given that Texas A&M already exists with a structure that has history, it would seem that to seriously distort and disrupt that structure should require a compelling rationale. But, for some of the changes, the report does not make any strong argument for how the change is an improvement. The main argument presented for a combined Arts & Sciences college is that many other universities have one, as if that was an active choice for a better structure; but, that college structure is mostly just a remnant of the founding days of universities, prior to specialization. In the last hundred years, only three (Rutgers, Ohio St. and Arizona St.) of the twenty cited universities have actively combined liberal arts and physical sciences into one college, while seven have gone in the other direction. Two of twenty use a residential college model which is not directly comparable, and the remaining eight have arts & sciences colleges that date back to the founding of those universities (average age of the colleges is almost 130 years). The only take-away from this is that different kinds of models can work. The report does not give any sense of what would improve if we changed the existing structure. The second argument is cost savings on administration. Its hard to see that could amount to much, since this new larger college will get a new expensive dean and a host of associates. If the business, communications and IT staff are being centralized out of the colleges anyway, there is no savings there either. The final remaining implicit argument seems to be that bigger is better: the combined college would be comparable (but still half the size) of Engineering. However, this document also recommends that three other colleges be cut down to a size comparable or smaller than anything currently in the university. So, small colleges with a special mission seem to be ok. The Bush School is one of those focused, special-mission units, yet this report recommends adding undergraduate program. Unlike the various proposed changes to Provost, Student Affairs and Faculty Affairs, there is no consistent theme or idea behind all of the proposed realignments.

Re putting the Libraries into a College of Arts & Sciences: 1) Moving the library into a College of Arts and Sciences disadvantages the other colleges in the university, setting up an inherent conflict of interest for an institution (the library) that is strongest in its position as being separate from the academic units, but serving them all. Being outside of these units also allows the library to facilitate collaboration between different departments and colleges as well as work to support the more administrative units such as TAMIDS, VPR, etc and be able to address effectively address the requirements of accreditation that occurs at program, department and college levels. In many cases, the services and resources that the library provides to specific colleges and departments are so easily accessed that they may not realize how much work goes into securing online subscriptions, setting up seamless entry and making resources easily available (access to all our subscriptions through Google scholar is one such example) – this behind the scenes work is critical. 2) The proposal of integrated library instruction is one that is appealing to some in the library especially as liaison librarians are embedded in their departments and could easily co-instruct on I-courses (information literacy focused courses similar to W courses) within departments, thereby having a more formal role for teaching (and support learning

outcomes relevant to the university and students ability able to find, evaluate and use information for better results or decisionmaking). Having a co-instructor would also extend the capacity of the departmental faculty, freeing up time to be used elsewhere. Within their discipline is an effective way to engage students with information strategies and methods as it provides both a valuable context and incentive for learning that will stay with them even after graduation. In aligning with the mission of the university, having the liaison librarians (who also work with faculty to support research and are not infrequently co-PIs) move into an information sciences department within the library could be feasible (notwithstanding any administrative requirements or compliance with rules). 3) There are a number of operation services, provided by library staff and faculty, that are foundational to student success and to faculty research alike, specifically Get It For Me and Electronic Reserves. Get It For Me assures that resources will be readily available to faculty (and students) through request – with requested articles/reports/chapters scanned and delivered to their account within days as well as books available for pickup at the libraries or delivered to faculty/staff through campus mail. This service made a very quick and strategic pivot during the pandemic, helping to keep research efforts going during the height of the pandemic – with curbside pickup available for physical materials. Electronic reserves has also been a longstanding service in the library, making course readings available electronically upon request of the instructor. This services provides PDFs of chapters, access to purchased electronic books and links to online articles as well as other open source online materials, thereby saving faculty time and effort and saving students money as they do not have to purchase course packets or books/chapters that are on electronic reserves as well as providing easy access for distance students. This service was also able to ramp up operations during covid to meet the increased demand for course materials and make them available remotely. A College of Arts and Sciences is not uncommon - and it does somewhat represent the Common Core and those classes that are more service-based (with possibility of having the resources allocated to scale such large teaching loads). From the report, it appears that this is where undecided students (or those who leave their designated college for whatever reason) go - which would indicate that this college would likely need to have access to more advisors. A School of Visual and Performing Arts does not seem like an efficiency - and having an entire school (unless there was an area of excellence there other than Visualization) seems like a waste and somewhat counter to the University's strengths (in other words, why would someone come to an A&M school to study arts). Visualization would probably be better situated in Engineering - where there could be shared expertise with CS. Re Journalism - didn't we already do that once? We had one and then it was dismantled. Different units has various pieces - ALEC has a couple including Radio Broadcasting (but the faculty member who got all the equipment donated to the program has left A&M and I am not sure what they have done to keep it up and running). Bush School - putting POLS, ECON and INTS there makes some sense (and I am the librarian for the Bush School and POLS and ECON so I feel like I can speak with some knowledge here). However, the Bush School is a professional program - their emphasis is VERY different than those academic departments and the classes are much smaller and more hands-on (which is critical when teaching about intelligence analysis or policy making)

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Pages 25-26: Establish a School of Visual and Performing Arts. This section is seemingly written without the realization that the current focus of the TAMU program on theory as opposed to practice resulted from a review by the Texas Coordinating board which stipulated a recasting of the Performance Studies program. I assume that President Banks will need to petition the CB to change the curriculum of Performance studies.

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The concern with combining Liberal Arts, Sciences and Geosciences into one college is that a dean from a science discipline will not fully understand the significance of research in history or literature, some disciplines will suffer without a proper advocate. There is a loss of intimacy when a single entity grows too big, and the needs of scientists and non-scientists are highly different. While some peer institutions have found a way to have combined colleges, just as many (if you look at all institutions) have separate colleges of Natural Sciences and Liberal Arts. The smaller colleges we currently have allow for better specialization, and I hate to see this university realigned as a system where four mega colleges compete for recognition and resources. Proper administration can allow for resources to be adequately dispersed under our current organization. The department if visualization has many technical strengths that may be lost if they are lumped into a "fine arts" division.

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The proposal to create a College of Arts and Sciences by merging the two Colleges is, in my opinion exciting. These changes would put Texas A&M in line with other peer institutions that already have Colleges of Arts and Sciences. Moreover, these changes would then create new cultural opportunities for the surrounding community. However, due to inaccuracies / falsities in the report, the realignment of Biology into an Institute of Biological and Life Sciences makes no sense. The stated fact that few standalone Department of Biology departments are present in peer institutions simply is wrong. A simple search says otherwise and making decisions based on false data should not be done.



Moreover, the stated "perception" that Biology is under performing is wrong, also. Nearly every metric says otherwise. Excellent retention rates of our undergraduate students, first year retention in greater than the university as a whole (95.9% for Biology vs. 94.3% for the University). When tasked with lowering DFQW rates (40.7% for BIOL 111 in 2015 vs. 11.2% in 2020), we met this challenge with gusto and did not sacrifice rigor of our courses. The number of majors increased 57% from 2016 compared to 12% at the University. Our graduate courses are sought after by students from across campus due to the rigor with which they are conducted and topics that are offered. We are THE hub for Biological sciences at the University. Our academic successes parallel our scholarly successes. We are on a meteoric trajectory with \$21 million in projected new grant funding (awarded + to be awarded based on pay lines). To say that we under perform in the MGT report is not based on actual data and would indicate that the data was simply not collected. Due to the problems with the MGT data acquisition for Biology's metrics, realignment to the IBLS should not occur. Missing from the MGT report was a threat analysis for the changes proposed. Yes, there was a SWAT analysis for the University as a whole, but without a similar SWAT analysis for each proposed change, the report is incomplete and there are likely to be SIGNIFICANT downsides to moving Biology to the IBLS. For example, the successes that Biology are experiencing in recruiting, teaching and funding is likely grind to a halt. This was not analyzed and would lead to significant loss in revenue for the University. On top of this, the realignment of Biology to IBLS would, seemingly, remove Biology from the College of Arts and Sciences which would make Texas A&M the outlier for all College of Arts & Sciences.

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In response to Recommendation #2: As a faculty member in the Dance Science Program, I would love to see a School of Visual and Performing Arts with one main caveat - that we are able to continue offering students their kinesiology focus. Establishing a School of Visual and Performing Arts would facilitate collaborations with other disciplines, especially if we were all housed in the same building together along with the Performing Arts Center. The ability to access the Performing Arts Center in our building would be ideal for experiential learning such as lighting design, stage management, scenic design, etc. Additionally, when the stage is not in use for a performance or event, it could provide another space for classes and rehearsals to be used between performances thereby doubling it's purposeful use. Faculty from each discipline of the arts programs need to be consulted on the construction needs of such a space to ensure it would meet the needs of our programs. Given the unique nature of the Dance Science Program curriculum, our main concern in relocating to a School of Visual and Performing Arts would be the possibility of losing our focus on Kinesiology. We are one of the FEW dance programs in the country with a degree in Kinesiology: Dance Science. This degree attracts the majority of our students because they are able to obtain their required prerequisites for entrance into a Physical Therapy doctoral program and other medical fields working with dancers and athletes. An understanding of the unique needs of performing artists is intrinsic to this area of study. Speaking from experience in recruiting for our program, the ability for our students to learn the science behind dance and obtain a Bachelors of Science degree is one of the greatest factors influencing students and parents to choose our program over one of the MANY other dance programs in the state and beyond. Given the appropriate support and opportunities to grow (including obtaining new faculty lines), we would be thrilled to ADD more artistic tracks such as Dance and Visualization, Dance Education, etc. But we cannot afford to lose our identity as a Dance Science program and replace it with solely an arts focus. If Kinesiology is moved into another college, the Dance Program would need support from the University in proposing new degree plans such as B.S. Dance Science, or B.S. Dance and Visualization to the state coordinating board. Without approval of such degree tracks, the Dance program would most likely become non-existent. Given the unique nature of the Dance Science program, and the call for equality that all arts disciplines be equally represented, the Dance Science Program should become its own Department separate from the Department of Theatre and Drama. This separation would ensure that all disciplines have equal representation in terms of Department Chairs and funding as well as the ability to fully develop different and unique discipline programs. Historically, in shared departments of theatre and dance, chairs and administrators are typically drawn from theatre faculty. This creates an unequal balance of representation of the various arts disciplines. As such, the following departments within the School of Visual and Performing Arts should be established: Department of Dance Science Department of Theater, Drama, and Performance Studies Department of Music Department of Visualization, Art and Design (due to the high cross-over of these disciplines) By establishing a School of Visual and Performing Arts, faculty and leadership inequities need to be addressed. For example: Dance has no tenure track positions or tenured faculty. There are 3 full time faculty teaching 5-8 classes each semester because of the "Clinical Position." Performance Studies has nearly 20 faculty, many with tenure or tenure-track lines but who serve a similar number of students as the Dance faculty.

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While it might appear obvious that technology belongs in engineering, currently the Technology Management program in the CEHD serves a retention role for the university. An average of ten students a year transfer from engineering to

Technology Management and are successful in Tech Mgmt. If Tech Mgmt moved to engineering, these students would probably be lost to the university. Part of the students' success in Tech Management is that CEHD are better educators and part of it is related to the fresh start and the maturity they gained by their lack of success in engineering. Further, taking this program away from the CEHD after we did the work to build it is problematic. Cyber security is a growing field, and I can appreciate why the college of engineering wants it, but when we are doing it well, why take it away. Moving the library into Arts and Sciences shows their lack of understanding of the role of the library. The library serves the whole university. Currently the library spends more on engineering and health than any other colleges. Having the library answerable to the dean of arts and sciences means they could cut the library budget and give that money to math. The library serves all colleges and needs to remain independent. Consolidating academic advisors at the college level rather than department makes sense. We did so in the college of education and students benefited, although I've heard it damaged the service to students when the same consulting company made the same recommendation to Ag. However consolidating academic advising at the university level would mean they will be a "jack of all trades and master of none" Too much local information will be lost. The connection with the faculty will be lost. You can't say to a student to "go talk to the professor, they're helpful" if you don't know the professor. The loss of quality service for the sake of efficiency will damage our student retention. Back around 2014, the HKLN department considered moving to the school of health and decided to stay with the college of education. This recommendation was tested and rejected years ago. The faculty in the department made the decision to stay. It wasn't that the dean kept them against their will. They are health and activity educators as well as scientist. The idea that the college of education and human development is only about preparing teachers is a total misunderstanding of our college. Our most cited and star emeritus professor never prepared a school teacher. She was an expert in research methodology and higher education administration. I teach in higher education, not teacher preparation. Am I also a sign our college has lost focus. We illustrate the principle of lifelong learning and educating the whole person in our college.

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Finding Five: • I would like to point out that the “program” is not split between 3 colleges. While there is commonality in early courses, the programs offered by these 3 colleges are distinctly different. I would point out that Biology originally served to make more biologists, Ag promoted the development of agriculture professionals, and BIMS sent people to Veterinary School. Over time, premedical students found the BIMS curriculum more aligned with what they would receive in a medical curriculum as the program was fostered by faculty with clinical training (something not present in the other programs), so the BIMS Program grew. • While a student interested in a medical career can choose any route, any confusion can be handled by advising. Is there redundancy between the 3 programs? Perhaps, but the goals of the programs are different. Biomedical subjects have complex intersections with science, society, wellness, and personal development. With a limited number of credit hours available, it is not all of these aspects can be explored by a single degree. • As an aside, the College of Pharmacy is submitting a new undergraduate degree in Pharmaceutical Science that shares common underpinnings with BIMS, BIOL, & BICH. Does the training of undergraduate students fulfill the College of Pharmacy’s mission? • Within the College of Veterinary Medicine & Biomedical Sciences, the assertion that BIMS program competes with the DVM program for “faculty hires, facilities, grants, duplication of current faculty members areas of interest, which hinders the ability of faculty members to collaborate and contribute to advancing research and student success” is mistaken. The BIMS program has no faculty. All faculty who contribute to BIMS primarily come from three departments: Veterinary Integrative Biosciences, Veterinary Pathobiology, and Veterinary Physiology & Pharmacology. Most of these faculty are also involved in the Professional (DVM) and Graduate curriculum. • Very few faculty are exclusively involved in the BIMS program. Most of the faculty who contribute to the BIMS program are APT faculty and are not competing with the tenure track faculty for grants. • The expertise of the faculty hired is determined by their department, not by the BIMS program, so if a department determines to hire several faculty members with similar areas of interest in order to build the department’s expertise in that area then they may do so. The BIMS program has no input into those decisions. • In fact, the discussion that removal of the BIMS program will help propel the CVMBS into #1 status in the nation or AVMA-accredited schools may be based upon limited knowledge as to how those rankings are achieved. • The concept that the BIMS program is a resource drain for the CVMBS is not accurate. As previously stated, the faculty reside in the departments, not in the BIMS program. I am getting into areas where I do not know, but the point remains the same: my understanding is that the BIMS program brings in ~\$26M to the CVMBS annually. I am not confident in that number, but I am confident in whatever BIMS brings in, the BIMS program itself does not receive but a fraction of that back. The rest goes to funding of other programs in the CVMBS, especially the Professional curriculum. Removal of the BIMS program from the CVMBS will negatively impact the CVMBS revenue stream. • The concept that the BIMS program does not align with the Mission of the CVMBS is off base. The

program has been an important part of this College's mission for almost 50 years. If this is to be the foundational point for this move, then please apply it uniformly to all colleges that have developed new programs. • On a side but important note, removal of the BIMS program from the CVMBS would seriously impact diversity at the CVMBS. Demographics in the BIMS program are far more diverse in comparison to the Professional Curriculum. Removal of the BIMS program will eliminate the inclusion of students with intellectual and developmental disabilities; the CVMBS will lose the distinction of being the only College of Veterinary Medicine to include this population of students. • The only place where competition occurs is for facilities. This is due to short-sightedness on the part of the VBEC planning committee. The planning committee was focused on a Veterinary class of eventually 200 students. I asked specifically in a meeting what measures were being taken to accommodate growth in the BIMS program. I was told that there would be no growth in BIMS. This was around 2014, and then President Loftin and then Provost Watson had both contacted the BIMS program and directed the program to increase its enrollment. • With current enrollment, BIMS classes are larger than the average class in the Professional Curriculum. There are numerous outside buildings such as TIPS, TIGM, NCTM, and the old VMS & VMA which can handle increased class sizes. We have already moved some larger classes to the ILCB (VIBS 305, VTPP 434 & 435). The Rationale for Finding Five does not fit the reality of the BIMS program I admit that there are permutations that I am unaware, but it seems like excising BIMS from the CVMBS will not achieve the gains outlined in the rationale, unless the goal of this is to bolster a flagging BIOL program. If that is the case, other programs should be included, such as the aforementioned B.S. in Pharmaceutical Science, the Allied Health Program, the B.A. in Public Health, etc. While Biochemistry was mentioned in the report, it was not included in the reorganization, but should be. If, however, these changes are deemed essential, then I would respectfully ask the President to consider moving the proposed Biological Life Sciences program to the Health Sciences Center. • I would also respectfully ask for the consideration of the name "Biomedical Life Sciences" as "Biological Life Sciences" is a little redundant and does not clearly state the goal of the program. • The majority of the course work in the BIMS program is human/One Health-focused. The majority of BIMS students are focused on human medicine. This is also true for BIOL and BICH. • The College of Agriculture and Life Sciences is a robust program, but it would not give confidence to an incoming freshman that it has a viable path to medicine as much as being associated with the Health Science Center. • The COALS One Health program is also lagging while the TAMUHSC maintains a commitment to One Health. It is my understanding that the Health Science Center, particularly the College of Medicine, is facing some financial issues, which makes moving to COALS a "safe" bet. However, infusion of tuition dollars from BIMS could help ease the Medical School's shortfall. As far as subjects, student goals and faculty expertise, TAMUHSC is a better choice to house this program. If this change is essential, there are some implementation issues that must be considered. • First, as I mentioned, BIMS has no faculty. If you move the BIMS program, the majority of the courses and ALL of the instructors will stay in the departments in the CVMBS. If you transfer these courses to BIMS, that will take UCC, BOR & THECB approval and will not be finished until Fall 2023 (the deadline for changes for Fall 2022 is November 19, 2021). • If the teaching faculty are transferred to this new program, then the departments will need to retain faculty positions in order to hire replacements. As I mentioned, very few faculty are exclusively engaged in BIMS. In my department, 4 out of 27 teaching faculty are exclusively BIMS, but 3 of those are part of the Biomedical Sciences Research Certificate. The rest of us teach in the BIMS program, the Graduate program, and the Professional program. If those who teach in multiple programs are transferred to BIMS, then the Departments need to hire new faculty to fill the gaps. Or the BIMS program will need to hire faculty to teach the courses. • The report mentions a need for a significant investment into the infrastructure so that students have the same experience in this new program as those in the current program. This would require duplication of the existing facilities at VBEC, specifically the Anatomy lab space and the Physiology Lab space. Facilities for Anatomy had a large impact on the cost of VBEC. Physiology labs require the ability to run anesthesia in dogs as well as medically-approved electrical service as we run ECGs, etc., on students. Removal of the BIMS program from the CVMBS will have a negative impact on the College's revenue stream. Transferring faculty and courses from the departments to another college is hugely problematic when dealing with tenure, P&T packets, compensation, collaboration, etc. I cannot speak to changes in Geosciences, the Bush School, and Health & Kinesiology, so I will limit my comments to the removal of the Biomedical Sciences Program from the College of Veterinary Medicine & Biomedical Sciences and transferred to the College of Agriculture and Life Sciences in combination with the Department of Biology to form the Institute of Biological Life Sciences. The only comment that I would make about the proposed College of Arts & Science is that I hope the Promotion and Tenure process is crystal clear. I would not want to be a faculty member in Languages trying to meet the expectations of a Science-heavy P&T committee.

While I see many positives to the proposed realignment, I find one component very troubling--the proposed move of Biology to the College of Agriculture and Life Sciences. Biology would be a pillar of the proposed College of Arts and Sciences. Many within my own department (Psychological and Brain Sciences) have over-lapping research interests with those in Biology. Indeed, some (such as myself) could easily be housed in either Psychology or Biology. Of particular import here is our Neuroscience program, which builds upon strengths in the Biology and Psychology departments. Neuroscience is a stronger tie for many of us than our current home department. As an example, our departments have built strength in the area of spinal cord injury. Add to this clocks, neurobiology of memory, and cognitive neuroscience. At the very least, if some of Biology is asked to move to Agriculture, I hope that the University would consider forming an independent Department of Neuroscience within the new College of Arts and Sciences, bringing together core faculty from Psychology and Biology. The new program would fit well with the rapidly developing undergraduate major in Neuroscience (hosted by Biology and Psychology) and our very successful graduate program (TAMIN). The program would unite many of our top-funded researchers, building synergy that would fuel additional support and recognition. Such a model was adopted perhaps a decade ago by UT (see <https://neuroscience.utexas.edu>) and has been very successful there and at other institutions. In considering realignments, it has always seemed odd that Chemistry and BioBio are housed in separate colleges. When the re-alignment was announced, I thought that the administration would use this as an opportunity to fix this anomaly--moving Biochemistry to the College of Arts and Sciences. Closer ties with Chemistry would build strength and simplify/consolidate training options. A similar argument could be made for moving portions of Microbiology to Biology.

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I am very supportive of moving HLKN into the School of Public Health. I am less supportive of moving the libraries under Arts and Sciences. I am very supportive of the creation of a College of Arts and Sciences.

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Statements concerning the Department of Biology in the MGT report are flawed. Undergraduates that are interested in obtaining a Bachelor in biology, neuroscience, microbiology and zoology are best served by the research active faculty of the Department of Biology, housed in a College of Arts and Science. A partnership that successfully works in many large prestigious universities in the country. The MGT consulting firm obtained a skewed perspective from a small number of self-serving individuals, associated with the College of Agriculture and Life Science and related units, which have conflicted interests in securing revenue associated with the Department of Biology's undergraduate teaching mission. The Faculty of the Department of Biology have demonstrated research excellence by having two Searle Scholars, Presidential Early Career Awardees and the TAMU's first Howard Hughes Medical Investigator on faculty. In addition the Department's majors (biology, neuroscience, microbiology and zoology) has an all-time low DFQW rate of 11.2%, a 96% first year retention rate, a +41% increase in BS/Bas awarded, a 12% increase in majors (over the university as whole) with a 56% representation of underrepresented minorities then TAMU (42%). The faculty as a whole is able to do this while also currently generating \$ 21 million in external research funding. Handing over this large operation to COALs, which does not contain any individual units that have demonstrated success in managing multiple responsibilities at the scale of the Department of Biology, is premature.

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This section did not make a lot of sense. If you move the Department of Biology out of the newly created College of Arts and Sciences, it will not be a big college, and it will lose a big source of internal and external funding.

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Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. Faculty Feedback: The program of Biomedical Science (BIMS) is unrelated to the biology program. In fact, the only thing they have in common is the bio part of their names. I've had the opportunity to work as an instructor for both the biology and biomedical science programs, and I can clearly see the differences. By combining these two programs, students and anyone else involved in these programs face even more confusion and anxiety. The biology program is more science-based, and the learning outcomes differ from similar courses on BIMS, which primarily apply science in various areas. For example, based on the course that I taught, I can tell you that the genetics or microbiology that is being considered in biology is not the same as BIMS. While the concepts are similar, the learning outcomes are not. BIMS courses primarily prepare you for professional school. By listing the programs in the new Institute, students become more confused about which courses are appropriate for them and will prepare them for the future. Because BIMS was founded with the right college and the right mission, the program has grown to be one of the largest and most successful programs at TAMU. By relocating the program, you are removing it from its nurturing environment, where it has thrived and been successful.

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Recommendation #6 to move the University Libraries as a department under the proposed College of Arts & Sciences needs further study. The proposed structure does not align with our peer institutions and seems counterintuitive based on the findings of the report. Not clear if the proposed Department of Library Sciences is to be degree granting for the

terminal masters in Library Science in addition to providing for-credit courses for primarily undergraduate programs. Do not see the human health or veterinary medicine professional programs (COM, COP, CVMBS) included in the rationale or recommendations for the Libraries which excludes a significant population. Recommendation for the leadership title for the Libraries does not follow the data presented in the Appendix detailing other land grant universities. Most university libraries report to the Provost with the most senior administrator holding titles including Dean, Vice Provost, Associate Provost, Sr. Vice Provost, etc.

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A realignment and additional funding to update the equipment for viz does make sense. The combination of the Liberal Arts and Sciences, plus the addition of the library does not make sense. The library is the one truly central entity on this campus. This report is all about centralization, but the library will be siloed. The library budget under one college is a dangerous idea as the library budget now answers to one group and budgetary items may be distributed in ways that do not benefit all of the colleges. This is not how libraries are organized in the rest of the profession and it is not leading the way for a new way to organize libraries. This siloing will have consequences as will putting the promotion and tenure of librarians under a different college who might not necessarily understand the intricacies of a librarian's job. Librarians do teach on a daily basis. We are faculty, but just because a librarian doesn't look like faculty teaching a minimum number of credit hours does not mean we teach any less. Information literacy is important and is a major part of what we do in teaching as guests in other classes and in our involvement with other programs. It is essential to student success. A B.A. in library or information science is not useful. It is unethical to offer this as an option for students as the masters in the terminal degree for librarians. There are very few people enrolled in a PhD program in library science. Even if courses are created related to creation of a program or information literacy, someone still has to do the everyday job that librarians do on this campus to assist our students and contribute to their success. If a reorganization of the library is something the administration wants to look at, that needs to be done by consultants who are experts in libraries and understand the role and responsibilities of a university library to ensure student success and the ability to hire and retain talented faculty.

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I am under the impression that I am among few faculty in CLLA and the College of Science who is supportive of the idea of merging the three colleges named in the report. I believe the values in all three units are aligned around basic research and fundamentals of the discipline. Joining the colleges could provide further opportunities for collaboration. With the extreme growth in the College of Engineering, the the new College's size might also be instrumental in achieving educational objectives. I am concerned about the misunderstanding of Performance Studies as a discipline. Has the coordinating board changed their position on redundancy in academic disciplines across the state? If we are encouraged to develop more in the areas of the visual and performing arts that would indeed be of benefit to our students. But if the coordinating board does not support duplication of educational efforts, developing in this area might be an unnecessary drain on resources. If we have the support of the state, bringing the visualization lab, art history (which is currently in Architecture, I believe, and struggling there), and dance into a College of Arts and Sciences would be a huge benefit to both students and faculty. A department of Journalism would be an excellent addition to the College should such a duplication be acceptable to the coordinating board. Political Science is a crucial component of a CofA&S. It is and has been one of the strongest departments in CLLA, moving to the Bush School might compromise the integrity of this research unity.

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I do not object on the face to creating a new College of Liberal Arts & Sciences, though again, the rationale for doing so could be better supported. It's not clear that mere numbers of students and departments will put this new college on equal footing with the colleges that have associated extensions and "super deans." Moreover, the argument that other institutions use this model is not compelling. Are these institutions satisfied with the model of Arts & Science colleges--were they intentionally created ---or did their colleges simply come into existence because of institutional history? As with all units, the success of such a large college with diverse teaching, research, and service requirements will require strong leadership. Another concern is the see-sawing recommendations. PERF courses have been recently created from courses formerly labeled with other prefixes, and now the mandate is to create new departments. No mention was made of the recent changes -- what has changed to compel the realignment? Likewise, TAMU once had a major in journalism, which was eliminated. No mention is made of the previous major and why it was eliminated and why the situation has changed to once again make a journalism department and majors viable. As an aside, a major in print journalism does not seem forward thinking.

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Under academic realignment, the College of Geosciences was recommended to merge with the College of Science and Liberal Art. However, it should be noted that a Geo/Earth Science themed College provides exceptional value in responding to many funding agencies' initiatives to tackle pressing challenges spanning from climate change to

environmental health. As a former graduate student, the fact that a College devoted to Earth System Science was one of the aspects that attracted me to select the offer from TAMU. As a former faculty candidate, the College of Geosciences was a major factor for me to accept the offer from TAMU. Geosciences is a unique discipline with many faculty members who are field-going scientists. The level of support and understanding of fieldwork from the College of Geosciences is unique. Field-going scientists face unique IT challenges because we would not have IT support while we are in the ocean open or somewhere in the remote Arctic or Antarctica. The flexibility in terms of teaching and service arrangements when faculty members have ongoing fieldwork stemmed from the deep understanding from the administrative level, which can only be found in a Geosciences College. Additionally, many agencies, such as NSF and DOE, how to have very specific initiatives that are Geosciences focused, which made our College uniquely positioned to target those funding opportunities as a College.

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I have strong concerns about Recommendation 1, forming a College of Arts and Sciences. Teaching labs and the funding and infrastructure needs for experimental natural science is very different from needs in liberal and performing arts. I agree with the need for strengthening arts, humanities and social sciences, but not at the expense of science. Second layer administration for different units would be needed and I don't see cost savings, just a higher level of bureaucracy. What sort of person would be Dean? Would need to understand the academic and research enterprise in a number of different fields. Recommendation 2 Will this divert resources from other needs? Can A&M be all things or is focus and choices needed? Recommendation 3 I agree with the need for a Department of Journalism, with emphasis on digital. Recommendation 4 I don't know enough about Bush School to judge, but I have concern about damaging something that is currently performing very well Recommendation 5 I am strongly opposed. The Department of Biology has made recent advancements. It interacts with and has similar needs as other departments in the College of Science. I see no reason for the BIMS curriculum and degree. Eliminate BIMS and strengthen premed advising in the Department of Biology. I agree with a general biology first-year curriculum but this can be done within the Biology Dept. Recommendation 6. I see no rationale for a Department of Library Sciences. Recommendation 9c I agree with focusing College of Architecture on a core mission. Recommendation 9d I agree with the proposed changes in the College of Education and its refocus on teacher preparation.

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As an institution of higher education we teach our students critical thinking and to evaluate facts in assessing a problem. Consequently, I was astonished to read the MTG report that included "facts" stated with no supporting evidence and other statements that were actually not correct. For example, "Most peer institutions do not have a stand-alone biology department," is not at all the case. Biology is a fundamental science and is an important component of the College of SCIENCE. Why does the report not focus on building the strengths of the university instead of diluting strong departments? The document also suggests that lumping the Colleges of Liberal Arts, Science and Geosciences, will create a large unit on the scale of Engineering. But is there any evidence that such a merger will increase TAMU's research dollars or stature? No evidence was provided. Yes, it will reduce some administrative costs (is this the primary and the ONLY reason for this realignment?), but will the savings outweigh the potential losses? Given the goal for departments to grow and increase the number of research grants obtained, if they are merged into a single large unit, the support for an individual faculty member (a seemingly high priority in the Report) will certainly decline. For the College of Geosciences, it seems that a number of issues could actually decrease the success in obtaining research grants and in recruiting faculty and students. TAMU is noteworthy for having a College of Geosciences, and awards, such as the IODP, are made based on the reputation of the College. Our faculty are involved in extensive field work, which may not be fully appreciated in a large College where most research is lab based, resulting in fewer opportunities for students and faculty. This merger could also result in more difficulty in recruiting excellent new faculty and for those new faculty to obtain research grants. In a recent report, it was noted that funding for Geosciences has been increasing (Status of the Geoscience Workforce 2018) so it seems that cutting our advantage in obtaining those funds would not be beneficial to TAMU. Another potential outcome it a mass exodus of our current highly productive faculty who will leave to join Geoscience institutes or colleges at other universities.

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I will keep my comments specific to the College of Education and Human Development (CEHD) given that is my home College. First, regarding the consolidation of the Department of Health & Kinesiology (HLKN) into the School of Public Health (SPH). Realignment has been discussed many times during my career here. These conversations have lasted at least 4 Provosts and multiple Presidents. PULL THE TRIGGER ALREADY. MAKE THE CHANGE. Having this issue continuously hanging over our heads is frustrating and fosters low-level anxiety over "will they won't they?" To address this issue, I see two options: (1) move the Health Education Division (n=22) out of HLKN and into the Health Promotion Community Health Sciences (HLCHS) Department in SPH; OR (2) Move HPCHS (n=9) into the Health Education Division of

HLKN. Note: roughly one third of the current faculty of HPCHS were former HLKN faculty members. That department was originally founded and populated by former HLKN faculty. Thus, I see these faculty being able to easily pivot and accept either of these options. Second, should you decide to remove the Health Education Division from HLKN, you will be left with multiple other units that need to be addressed. These other units in HLKN include Sport Management, Kinesiology, and the Physical Education Activity Program. Where will these units go? Will they simply stay together in CEHD? Or, will they go to SPH? Or will they be broken up and spread across campus? Given moving Health Education into SPH will result in other downstream implications for other programs/divisions, perhaps it makes sense for HLKN to absorb HPCHS. Third, the report makes it clear the university is going to very large Colleges. If you makes changes to HLKN, CEHD will be significantly diminished in size. HLKN represents roughly 60% of CEHD. Thus, if you remove the Health Education Division (largest unit in HLKN) from HLKN, or the entire HLKN department from CEHD, the college will be significantly reduced in size. That begs the question, why would be keep the College of Education in place when it will be absolutely tiny in comparison to the other units on campus?

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Needs further study.

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In principle, the combination of some existing colleges into larger academic units is not problematic. However, it is important that the consolidation should not be used as a pretense to diminish the university's commitment to research, teaching, and service activities within its various academic disciplines.

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This is long overdue, particularly for the biological and life sciences. There has been tremendous function creep and overlap across 3 colleges. No doubt leads to confusion to students and has clearly lead to tuff battles with departments blocking courses even if only peripherally related to current offerings. The move of part of HKLN to public health is particularly odd as much of that research is more closely aligned with what is occurring in COALS (ex is the exercise research is directly complementary to that occurring in nutrition and the human clinical research facility has primarily run nutrition studies). This is mostly focused on individuals, not populations that public health focuses on. The formation of an institute for biological sciences is hard to envision. The better model is likely that at Ohio State that has a Depart of Life Science Education for the first year program before students migrate into a defined major. Departments that evolve should require those that will produce the biggest external impact/stature nationally. It wasn't clear what happens to faculty that primarily teach in BIMS when the BIMS program moves to COALS. Is the recommendation that they move as well like faculty in biology?

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Merging the Bush School with political science is a bad idea that reinforces my overall assessment of consulting firms. I say that as someone who was in political science for twenty years before moving my tenure to the Bush School in 2001. The two organizations have different cultures that would be hard to reconcile. The Bush School places much greater emphasis on applied research and instruction that is of practical relevance to public servants. Relatedly, it values the contributions that non-tenure-track practitioners can make to its educational mission to a much greater extent than would be the case with our political science department. These differences could pose important challenges in terms of curriculum design and the evaluation of faculty, among other things. I would be curious to know about the sources and reasoning behind this recommendation. There are schools of public affairs that offer undergraduate degrees and PhDs, but the good ones I am familiar with are divorced from political science. Bill West

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I am strongly in favor of raising the profile of the arts on campus by creating a School of Fine Arts. Placing the School with a College of Arts and Sciences would better position artist and historians of art to work with others in the humanities and creative fields and serve the student body as advisors on related research, from the undergraduate level to PhD candidates. In particular, art historians in Visualization would be better-positioned to develop a curriculum in keeping with the rapidly growing fields of art/science and material studies.

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Moving the biology department to agrilife doesn't make sense to me. The rationale in the document isn't strong (and doesn't mention why it should be done at all, in my opinion). As well, this means that premed students, for instance, are in the agriculture school. Of all the major proposed changes, this is the one that makes the least sense.

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My main concern about this new College of Arts and Sciences would be the sheer size of it and the fact that this proposal seems a bit of a hodge podge. Granted, many other institutions use this model, but what are their sizes? TAMU is an extremely LARGE institution with a large number of students. And given that traditionally arts, humanities, and social sciences are usually underfunded - I'm afraid that this might end up killing off a number of programs. That said, I completely agree that we need a more active and robust arts' programs. Studies have shown that a liberal/creative arts education results in students truly becoming scholars and are able to engage in critical thinking, and to be more creative problem solvers. This would also feed into more community engagement and providing more culture for

faculty/staff/community. Wasn't there a department of Journalism that was disbanded not that long ago? Out of curiosity, how does the agreement between TAMU and the late President H.W. Bush impact Recommendation #4? And does the Dept of Political Science not serve a different purpose? Recommendation #5 - I'm not really qualified to discuss, but it seems to me that this institute could easily become a mess if not carefully planned for. Which means doing a much more in-depth examination than reported here. Recommendation #6 - This report does not appear to understand the functions of an academic library, much less what its librarians actually do, nor what is involved in the creation of a library science program! 1) Where would the actual day to day operations happen? Or is the proposal to get rid of the functioning library? 2) Foundation funds designated for purchasing books/materials through the library would then be funnelled through this new Dean of Arts and Sciences. I can see donor's having a very large issue with this. 3) As would other colleges. What happens if the dean of Arts and Sciences decides that he doesn't like the Dean of Engineering? What happens to the monies designated for those materials? Or - and even more likely scenario - that there are budget cuts and it's decided that we need to keep the Ebsco databases (because they understand WHY those are important to their faculty and students) and get rid of the Elsevier resources (who actually owns the copyright to the published research generated by faculty who have to publish in their peer-reviewed journals in order to get tenure) which the STEM faculty rely on, simply because of the cost. 4) Why is the University Press not mentioned? This is vitally important - especially since one of the main reasons journal publications and databases are in for-profit hands is because in the 80's it was decided that private industry is more efficient than public and universities started selling their titles to companies like Elsevier! Want to REALLY cut costs? Build the university presses back up as centers of scholarly publishing! 5) Professional librarians have terminal degrees and are scholar-practitioners. Librarians have always been an integral part of education, since the founding of the University of Bologna in 1088. In western history, most early medieval universities were founded at a given location because of the library! Librarians are generalists more than specialist, however in order to do our jobs - we have to have in-depth knowledge of pretty much every subject in order to be able to direct students to needed resources. 6) Many students use the library without even realize they are doing so whenever they access materials through the catalog, the myriad of databases purchased and maintained by the library, our institutional repositories, etc. 7) It takes a high level of skill, knowledge and frankly experience to ensure that students, faculty and staff can access the resources they need. Much less deal with the changing metadata and technology standards, such as understanding linked data and vital it is. 8) How would putting the university library in one college affect the ability of other colleges departments and units from getting accreditation - much less the university itself? 9) One department is NOT going to be able to teach students in each major what they need to know with regards to information literacy, due to the fact that each major - each type of knowledge - has different needs and needs different skill sets! All a department can really do - and we do it through our Hullabaloo courses - it teach general, basic information literacy. And I won't deny that it probably doesn't go far enough and the need for information literacy is great - not just among students, but also some faculty and staff. 10) Nothing is discussed about the practical day-to-day operations of running a library. How will materials be ordered? How will they be cataloged, recorded? How will we know what is needed? Things shelved? 11) there are already 4 library programs of which 3 are ALA accredited in the state. There are a total of 67 accredited programs in the US and Canada. Frankly, Texas doesn't need another one to compete within the state. 11) Oh - and BTW - the Bush Library is under the National Archives. We have NO CONTROL over it. In short - Recommendation #6 just doesn't make sense as a department out of the College of Arts and Sciences. Recommendation #7 - I don't feel qualified to comment on this one. Recommendation #8 - OK - we'll have a new Institute of Biosciences and Technology and now we're also including research at TAMU-Health? Seems like it would still be bogged down. Recommendation #9 - I think this would lose us students, not help with recruitment. Basically, it sends the message of 'we only care about research - not teaching the students'. Bad PR. In all of them. This needs to be re-thought. Badly. Especially assigning all undergraduates to the college of arts and sciences. And the refocusing - well, what will we be losing by doing this?

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I like to propose a new Institute of Computing, Machine Learning and Data Science which will contain: Computer Science, Computer Engineering, Statistics, visualization, department of information and operation management. moreover, a part of Maths and Industrial engineering can create a new department Mathematical and computational Data Science. This can belong to both College of Engineering and college of science or in college of engineering with close connection with COS. This is very much needed due to a huge demand from government, industry to get next generation Data Scientist. Also there are call for multi million dollars proposals from both NSF and NIH. it will work directly with college of medicine to develop training and research and research programs on AI based medicine. More details can be provided if you consider it for next stage.



I do not think academic realignment has any value. One could work towards having more interdisciplinary research etc., but rearranging colleges seems to be too much and inefficient, see my comment on Faculty Affairs.

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I support the merger of various colleges into a college of arts and sciences. But as the saying goes, the devil is in the details. How this merger happens, who the leadership team is, and what kind of administrative structure is put in place will determine the success of such a merger. I do not believe there is anything magical about moving the humanities in with the STEM fields that will elevate the humanities. It could bury them. Supporting and valuing humanities for WHAT HUMANITIES DO will determine the future of the humanities here. Following Humboldt's model of the university, the humanities must be allowed to do their job, to offer critique, to read texts closely and to teach our students to read carefully and to think creatively and to write powerfully. But humanities research must be valued. I do not mean to suggest that the humanities do not have applied value--I run the K-12 philosophy program, which includes a one week philosophy summer camp. That has been a powerful experience for faculty, graduate students, undergraduates, and middle/high school student. And it has, I believe, created enormous good will toward the discipline of philosophy--we've influenced a bunch of young people to pursue philosophy (as a major, minor, or just intellectual interest) in college. Here is what I would suggest however--in addition to these large academic alignment moves, why not also offer a window for individual faculty realignment. Many faculty outgrow their departments and their disciplines--why not allow for a repositioning and movement for faculty --from dept to dept or even to move to another college, without penalty to the receiving unit (that is without preventing them from other new hires in the near future if they accept colleagues from within TAMU into their unit. Many toxic situations in depts actually arise from these disciplinary changes--so this could help climate within depts. Finally, with regard to the merger itself--what will this look like--there are awards that are currently college specific. How will those awards be defined, especially when some depts might consider redefining themselves. For example, I could imagine psychology wanting to be identified as a STEM field--as a science. Would this mean that their newly tenured faculty are not eligible for the Rothrock? This is the kind of consideration that needs to be thought through carefully.

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I am concerned about the recommendation for the University Libraries. It looks like MGT mostly relied on a 2008 report rather than looking in depth at peer institutions. First I disagree with moving the libraries into the proposed College of Arts and Sciences. This will make the University Libraries appear as if they serve this college alone, and not all colleges across campus. The Libraries are a cultural place, we are very imbedded in processes throughout many colleges and departments. As for creating a Department of Library Sciences, this would require new faculty. The duties of the librarians who work in the University Libraries keep the library running. Our workloads are such that we do not have the capacity to ensure faculty, staff, and students have access to information sources and training to use these resources as well as teach credit courses. From the perspective of other colleges, many colleges have full curricular degree plans that would not allow the addition of 'library for credit' courses. Librarians function within these colleges and their courses by providing course specific instruction and opportunities outside of regular coursework in the form of workshops to meet the educational needs of students that fall outside of credit courses to ensure student success. Librarians provide active curation that requires faculty expertise, and to speak the language of faculty in other colleges while liaising with them. Information literacy is constructed and contextual within the norms of the disciplines in which the researcher/learner is working. It is difficult to divorce information literacy from the context in which the information is created, sought, and used. Therefore, the embedded nature of librarians within the whole of the university curriculum, across departments and units, is mission critical to student success. Information literacy also happens outside of the classroom in the experience of doing research and using the libraries as the campus hub of information access and the associated collections, programs, and initiatives. Moving the libraries exclusively into the classroom experience without acknowledging all of the co-curricular ways in which library services support the whole learning experience is misguided. This past year the Libraries have been working on a strategic plan to address library spaces to address the Learning Commons suggestion. I do not believe the consultants did not do a thorough assessment of the Libraries and I suggest that the Libraries be allowed to do an internal assessment to address the issues raised by the consultants and provide a more accurate presentation of the central role the Libraries play on campus and how Librarians work to support that role.

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Creation of the New Institute of Biological Life Sciences might afford some synergies at first glance, but has the potential to negatively impact preparation as well as potential recruitment of students for our professional programs in medicine and veterinary medicine.

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I support the merger of the colleges to create a college of arts and sciences. In particular, the proposed school of performing arts is long overdue, as is the creation of an independent Dept of Journalism. Enthusiasm is less for the

proposed changes to the Bush school. Its distance from the main campus puts it out of reach of the undergraduate population, and there is insufficient parking to accommodate undergraduate commuters shuttling between there and the main campus. Perhaps the most important recommendation is the newly proposed institute of Biological Sciences to be shifted to Agrilife. While the report considers existing Departments in Biomedical Sciences, Ecology and Conservation Biology and Biology, no mention is made of Interdisciplinary degree programs in Ecology and Evolutionary Biology or Genetics and Genomics. Were such an Institute to be constructed, the fate of these programs would have to be addressed. The recommendations regarding library sciences make it unclear how incorporating all libraries into a single college would be able to effectively serve disciplines in other colleges. I support efforts to refocus the college of veterinary medicine, the changes proposed are logical. However, the need for a new small animal hospital is not clear as the existing space is relatively new.

Before implementing the transition of moving programs out of the College/units and consolidating into larger groups, the upper administration needs to clarify who will oversee this transition for each unit, then allow these people to meet with faculty to hear their concerns and allow their creative input into the organization of the program. The BIMS major needs to move to an all-encompassing life sciences program that students can transfer into when their earlier coursework indicates that they can succeed in this program, not before. The administration and older faculty within the College of Vet Med will not like this, but it needs to happen. The university, in general, needs to evaluate the need for non-thesis Masters's programs. It is not easy to see what societal value these programs have outside of generating money, which is offset by the significant impact on student debt.

The Department of Visualization is home to artists, designers, historians (humanists), computer graphics researchers and human-computer interaction researchers. The multidisciplinary of the faculty is what makes the interdisciplinary nature of the curriculum so effective. If the artists and designers are moved to a Department of Art & Design, then next will be the historians moved to their own department and the computer scientists and HCI scientists moved to Engineering. What will be left? Not the same department and programs that the report says should receive support and the opportunity to grow. Use Visualization as a model for how STEAM works. Magnify what it can do for its field and its structure as a way to amplify what's possible in others.

It is not clear in the report what is actually being proposed but I can see the value of the change. The key will be in the execution towards the goal.

Dear President Banks, I hope you are doing well! Over this past week I have had substantial discussions with colleagues within and outside the Department of Health & Kinesiology. I thoroughly examined the MGT report and its recommendations with particular attention to the report's analysis, data, claims, and rationale. I considered best fit, academic health, Land/Sea/Space Grant mission, our undergraduate and graduate students, as well as faculty in formulating a set of sound recommendations and suggestions. Importantly, I am addressing misleading information and erroneous assumptions within the MTG report that have muddled the role of Kinesiology at Texas A&M and best fit. Please find below my rationale for placement of a new Department of Kinesiology within the new academic framework proposed by MTG. I strongly applaud distillation of colleges to 4 academic units (AgriLife, Arts & Sciences, Engineering, TAMU Health) and reorganization of our current administrative behemoth of 16 colleges down to 4 academic units: AgriLife, Engineering, Arts and Sciences, and Texas A&M Health. At Duke, UNC, and many other AAU Tier One institutions mega-colleges of Arts & Sciences (e.g., Trinity College), Engineering, and Health or Health Science are quite common. An AgriLife College or academic unit is also common as you know in many Land Grant Universities, including Cornell.

A. Background and Rationale: The Kinesiology Division within the Department of Health & Kinesiology is a group of integrated physiologists and neuroscientists who examine the biology and pathology involved in physical activity, sedentary lifestyle, disuse, metabolism and the impact on fitness, neuromuscular diseases, spaceflight, cardiovascular disease, lifespan challenges, etc. Our research has been externally funded by NIH, NASA, DOD, NSF, American Health Association, Muscular Dystrophy Association, American Lung Association, the American College of Sports Medicine, and numerous foundations and private industry.

- The Kinesiology Division is unique and does not overlap with Community Health, Public Health, and Allied Health who do not collect experimental data and are policy driven.
- Kinesiology Faculty fit particularly well with the Land/Space/Sea Grant mission of Texas A&M University and focus on new knowledge and dissemination of that new knowledge in applied sciences. Our Best fit = AgriLife
- The Kinesiology Division has over 1200 students including 100 graduate students. Our goal is to increase the graduate/undergraduate ratio as the reorganization process continues.
- The Kinesiology Division was not a good fit within the College of Education and Human Development as we were experimental data driven. Thus, reorganization away from this model is welcomed.
- The Physical Education Activity Program (PEAP) and Huffines Institute of Sports

Medicine are the Extension Limb of Kinesiology and historically part of the Kinesiology Division. Both should continue to be integrated into Kinesiology • Community Health would be a far better fit for the School of Public Health. There is considerable program overlap and collaboration. Allied Health arguably could migrate to Public Health or remain within a Kinesiology departmental framework. However, Kinesiology faculty collect their own laboratory generated data instead of accessing data bases or focusing on surveys. • Kinesiology faculty currently do not collaborate with public health faculty. Instead, we collaborate with faculty in the - Department of Nutrition (many Kinesiology Faculty are currently Graduate Faculty of Nutrition) - Department of Animal Science - Neuromuscular Disease faculty within the Integrative Life Science Building - Department of Biochemistry & Biophysics - Department of Psychology - Department of Veterinary Physiology & Pharmacology • Kinesiology faculty focus integrative on cell line, animal, and human data collection within a laboratory environment, well-suited for AgriLife. • The Human Clinical Research Facility (HCRF) has been serving core and health needs, but is not openly available to the Faculty of Kinesiology, but on a pay basis. Their mission of Clinical Research Aligns with TAMU Health • Many of the parallels mention for fit of Kinesiology within TAMU Health have mistakes or have misconstrued information. Some of the information cited were not peer institutions. Most “Colleges of Health” that include Kinesiology do not contain either Public Health and/or a School of Medicine. Some include Nutrition and/or Physical Therapy. Examples cited below are NOT congruent with TAMU Health proposed and have been misrepresented as including or focusing upon Public Health: • Oregon State University, College of Public Health and Human Sciences, School of Biological and Population Health Sciences. Our Department + Nutrition = Stand Alone College • University of Illinois, College of Applied Health Sciences, Kinesiology and Community Health (There is no public health degree that I can find at this University) Thus, University of Illinois’ College of Applied Life Sciences is our current Department Health & Kinesiology as a stand alone college • University of Utah, College of Health, Department of Health and Kinesiology (no public health listed at all in this college) Includes Physical Therapy and recently included Nutrition • Central Oklahoma, College of Education and Professional Studies, Department of Kinesiology and Health Studies. Not a peer institution. Stand-alone College = Our Department, but not Medicine, Public Health • Iowa State University, College of Human Sciences, Dept of Kinesiology and Health. Stand-alone College = Our Department but not Medicine, Public Health • Miami University, College of Education, Health and Society, Department of Kinesiology, Nutrition, and Health College = Nutrition + our Department • University of Nebraska at Omaha, College of Education, Health, and Human Sciences, School of Health and Kinesiology (graduate degrees in public health are not allowed at this institution as the medical school offers the grad degrees) Not a peer institution • University of North Dakota, College of Education and Human Development, Department of Education, Health, & Behavior Studies (note their degree here is a BS in public health education) Not a peer institution. • The best fit for Kinesiology at Texas A&M University based upon the above background and rationale is an AgriLife models, for example within the University of Missouri and Virginia Tech. Indeed, Kinesiology programs are now integrated with Nutrition at those institutions and are well-funded by NIH. B. Recommendations for Reorganization based upon - Best Fit within the new Academic Framework - Current Collaborators - Recent move and current location on West Campus near the AgriLife Building, Nutrition, Bio-Bio, ILSB, PEAP Building - The entirety of the MTG Report - Academic Health and Excellence 1. A new Department of Kinesiology would be placed within AgriLife - Resources would include the Gilchrist Building and laboratories, the PEAP Building, and Huffines Institute for Sports Medicine - PEAP would be folded into Kinesiology again and would be rebranded the Physical Activity Program - The Huffines Institute and PEAP would be our Extension Program and integrated into AgriLife’s Extension program and resources - The Department of Kinesiology would be positioned for greater integration with the Department of Nutrition and proposed Precision Medicine initiative. The University of Missouri has a similar model and a new laboratory institute completed this year. 2. Community Health, and possibly Allied Health, would migrate away from Gilchrist into TAMU Public Health and TAMU Health 3. HCRF would be housed within TAMU Health and Public Health as a clinical research wing. 4. Sport Management options include: - migration into Recreation Parks, and Tourism Science within AgriLife - integration into Mays School of Business

We do have diluted academic units, e.g., life sciences, and therefore the proposal to consolidate to strengthen units is a good one. This will improve rankings, resources, and student recruitment; many benefits. Many of the proposed realignments make sense.

I am concerned that moving the Department of Construction Science (COSC) to the College of Engineering will leave many students behind. This is assuming that COSC will need to meet Accreditation Board for Engineering and Technology (ABET) requirements. If that is the case, the department would be dissolved as it is now. With a degree in mechanical engineering, I appreciate the rigor and discipline it takes to earn a degree in engineering. As a member of the COSC faculty, I do not believe the current COSC student will fit into the College of Engineering. A COSC student is

extremely hard working, inquisitive, personable, and driven but does not possess the mathematical and quantitative skills needed in engineering. The COSC curriculum is more aligned with management than it is engineering. If COSC moves to engineering, and the current program is dissolved, many students will be out of place in a successful department.

If TAMU is moving to “super colleges” - very large colleges with many departments, it seems very odd to keep College of Architecture and Education. They will be dwarfed by the other units. For example, College of Education is currently the fourth largest unit at TAMU (largely due to HLKN). Removing HLKN will make College of Education the smallest or second smallest. And if TAMU is organized around 4 key pillars, education and architecture seems like outliers that need to be better incorporated into the fold.

Creation of a College of Arts and Sciences by merging Geoscience, Liberal Arts, and Science has its merits as summarized in the MGT report. However, to an undergraduate or graduate student it doesn't really matter. This merger will come with major challenges not least being the “shock” of combining three very different cultures. However, moving out of the Science cluster is problematic (see comments below)

I believe the Department of Construction Science needs to remain with the college of architecture because it is with Architects with the discipline where most builders interact the most, not engineers. I think a move to the COE may provide additional funds to the department and that's positive but the essence of the program would never be the same. The department would lose investments in time and money from most of their CIAC industry partners and with the engineering admission requirements, the cost of the education and the type of common classes as required by the COE, the department would not attract as many students or the type of student needed for the construction industry and there would be a significant loss in students in the program. The department is already the envy of similar departments and this move may potentially destroy it. I would like to know who benefits from this change and find other solutions to help them without affecting the already number 1 construction program in the country.

**THE FORMATION OF A COLLEGE OF ARTS AND SCIENCES** I am in favor of this reorganization for the reasons articulated in the report and based on experience with my alma mater, the University of Minnesota, which has this structure, as do many other top-tier public research universities. Although I have heard concerns from some in the humanities that such a move would diminish, in various ways, what they do, in fact the humanities is one of the top fields of the University of Minnesota internationally, so from experience and observation, these concerns do not hold up.

**JOURNALISM** Speaking as someone with a PhD from one of the top journalism schools in the country, the University of Minnesota, and who now sits in the department in which the current iteration of the journalism program is housed, it is clear that many new faculty would need to be hired if the Department of Journalism were to be recreated. We have superb faculty who can teach reporting, editing, and organizational matters such as how to get advertising to support a small local newspaper (the student newspaper), we do not any longer have faculty who can teach other key subjects such as journalism history, media economics, international and comparative journalism, and other subjects that are also extremely important for those earning a BA in this area. Communication law and policy is typically a required course in journalism; there is one faculty member teaching in this area now, but that faculty member is senior and there is no backup, so that would be another hire (or hires) that would be needed. None of the people teaching reporting currently have PhDs, so in my view none of them would have the preparation necessary to manage an academic department at a tier one research university -- a department head would have to be hired from outside as well. Whether or not the unit decides to go for accreditation (NOT necessary for students to get jobs, unlike the situation for library schools), teaching requirements such as the law course should be respected because long experience has made clear that those in journalism need this knowledge.

**INFORMATION SCIENCE** I can also speak as someone who first worked in a library school as an undergraduate in the 1970s, as a scholar has built a strong identity in the field of information science and is described as having defined the field of information policy, has been involved in programs bringing information science together with other fields at 3 research universities, designed and launched the first graduate information policy program on the African continent, and who served on the editorial board of the leading journal in information science, several comments on moving the libraries into a Library Department. If it were possible to have a unit focusing on information science, however titled, I personally would be extremely interested in joining that faculty. It is a serious lacuna in TAMU's curricular offerings and research profile not to have an information science unit that should ultimately offer a doctorate. I strongly support the creation of such a unit in general, although NOT in combination with the libraries, as proposed, and not with the unit name proposed. Further comments explicating the concerns: (1) **HEAD OF THE LIBRARIES IN THE ORGANIZATIONAL STRUCTURE:** The trend in recent decades has been for heads of libraries to move UP the administrative structure, often to the Vice President level and often merging the job with that of the Chief

Information Officer, as both positions have to do with how researchers and students can access, use, and disseminate information and research. Going counter to trend, moving that position down the administrative ladder will not serve either the curricular function or the libraries well, undermining the knowledge foundation of the entire university. This outcome is the opposite of what we are being told the report's recommendations are intended to achieve -- to ensure that TAMU can continue to hold its competitive position among tier one research universities within the US and internationally. (2) UNDERGRADUATE ATTRACTION TO "LIBRARY" COURSES: Undergraduate students, a high proportion of whom are never in the libraries unless for coffee and snacks, are not going to find their way to information science courses hidden under the label of a Library Department. (Graduate students will find their way to programs that combine librarianship with information science in their names and courses.) (3) NAMING THE UNIT: "Library" Having checked again with experts on libraries in the field of information science around the country since reading this report, it is still clear that the ONLY units currently using the word "library" at universities in the United States are those that are accredited with the American Library Association (ALA) and are preparing students for professional careers as librarians. "Information Science" I do understand that TAMU cannot use the term "information science" because Texas can only have two such units and there are already such units at UT-Austin and the University of North Texas. I don't know if that is negotiable in any way, but if it is, would encourage pursuing that. "iSchool" An alternative term that many schools have been using since the "iSchools" movement began in the mid-1990s, transforming traditional library schools into highly competitive research-intensive units with heavy external funding as disciplines around universities battled with each other over the intellectual and curricular turf generated by digitization. The iSchools association launched with heavy external research funding requirements for membership (now more relaxed) and achieved that research presence. The annual iSchools conference is the most research-intensive in the field of information science. However, TAMU already tried to independently redefine the term by using the "iSchools" name for something entirely other -- a School of Innovation. This move was not persuasive to others and made university administrators look, to say the least, ill-informed, in a very public manner. "Informatics" Indiana University -- where a library and information science person served for a long time as a dynamic head of the university -- introduced use of the term "informatics" to replace information science a couple of decades ago. In its current formulation, it includes a "Department of Informatics" in a School of Informatics, Computing, and Engineering (emphasis on electrical engineering there). This term could be used at TAMU, has none of the different types of problems associated with other names, and is the name I strongly recommend instead of "library."

IMPACT ON THE DEPARTMENT OF COMMUNICATION If all of the recommendations in the study are followed, the Department of Communication, would be, in essence, disembowelled. The creation of the Department of Journalism would remove all of the journalism faculty from the department. The new practicing arts configuration would move a number of other production faculty out of the department as well as, possibly, the faculty member with a particular research interest in gaming. A Department of Informatics would be very attractive to me. If any of these moves is further considered, the impact on the Department of Communication will need to be taken into account.

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Consolidation of three Colleges into a proposed College of Arts and Sciences is justified primarily by the assertion that this is a successful model at peer institutions. However, very little data is actually provided to support this assertion. Faculty have very legitimate concerns about the impact of this on the tenure and promotion process, as it is unclear that T&P committees at the college level will be constructed to be familiar with the research, teaching and service activities of faculty in very diverse programs. The impact of this consolidation will likely have a profound effect on the ability of departments to recruit and retain faculty in core areas of excellence. For example, there is no doubt a shared vision for the future of geoscience disciplines in the current College of Geosciences. This is likely to be lost at the college level under the proposed model.

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I am completely in favor of the realignment, with the caveat that it must be done well. A timeline of trying to do so by September does not give me confidence that it would be done according to a well thought out plan. Parts of the realignment are a bit non-sensical. I don't think putting Political Science in the Bush School would solve the problems the report thinks it would. Political Science and, for that matter, Economics are very theoretical disciplines. Departments advance in the rankings based on their contributions to their basic sciences. The Bush School is a very practically oriented school, dedicated to training practitioners. It would be a reputational drag on both of those departments and it would be a fundamental culture clash. Moreover, it would not increase the overall number of students served, but merely shift the accounting of them from one unit to another. The idea of putting International Studies in the Bush School has some merit and would much more likely increase the actual number of students served. International Studies students would flock to the DC center. Even that has some difficulties that would need to be overcome. I think moving

Kinesiology to Public Health is a good idea, but the College of Education has taken a big hit, without any requisite benefit. One thing that a reorganization might consider is moving all foreign language education into that college. It might then, for instance, increase the number of teachers being trained in Spanish dual language instruction. And it would give a home to the other foreign languages that would be displaced by a move by International Studies to the Bush School. I am not a big fan of the re-creation of the Department of Journalism, at least not under that name. It sounds very old-fashioned. But if it is done, then the Ag Journalism program must also be moved into it. The creation of a School of Visual and Performing Arts sounds like a pipe dream, but one I would gladly indulge. The centralizing of advising, business, and IT seem like really bad ideas. Advisers serve critical roles in departments and colleges. The bureaucratic task of changing majors can be simplified without removing the intellectual content that centralizing advising would effect. In some colleges it would also affect accreditation. If by centralizing one is merely suggesting where the staff lines are located in Workday, then fine. Centralizing business functions will prove itself quickly to be just as bad of an idea. Departments and Colleges would not have partners in strategic budgeting, daily business functioning, etc... This will become most visible the next time there is a major university budget crisis. It will be easier to draw money from units, but it will be harder for those units to maintain operations. Facilities management is one centralization idea that I think is workable and might result in a better use of facilities. In this one, however, Ag and Engineering should be included.

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Efficiencies are always welcomed.

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I am not in favor of putting the Bush School back together with the Political Science department for several reasons: 1. The Bush School is multidisciplinary, consisting mostly of economics and political science but also including history and regional studies. The Political Science is single discipline: political science only. There is as much rationale for integrating the Bush School with Economics as there for integrating it with Political Science. 2. The Bush School offers a graduate degree in international affairs with multiple courses in regional studies, international economics, international politics and so on; the Political Science department is heavily focused on US (domestic) politics. 3. The proposal ignores the history of the creation of the Bush School, which was carved out of the Public Administration program in the Political Science department in 1995 for which (as a quid pro quo for giving up the PA program), the department was able to grow its doctoral program. 4. The proposal also ignores the fact that the Bush School, the Political Science and the Economics department shared the Allen Building for nearly 25 years and the Political Science and Economics departments have just moved out to new spaces back on main campus. The costs involved in flip-flopping back and forth like this make no sense. 5. The proposal ignores the strong focus of the Bush School on national security agencies and intelligence, none of which exists in the Political Science department. 6. There are two other ways to grow the Bush School neither of which appear to have been considered by the committee. The first was to move the undergraduate program in International Studies (a very successful program) to the Bush School so that it could offer both undergraduate and graduate studies in international affairs. Related to this, if symmetry were important, it should be possible to develop a second undergraduate major program in Public Administration that could have been added to the Public Service and Administration program so both masters programs would have their own undergraduate programs. 7. The second way would be to consider adopting the framework in many other universities of having a graduate College that is policy based. In that college I would place (1) the Bush School, (2) the Law School and (3) the Mays Business School. All three programs primarily graduate masters students; Mays also multiple masters degrees in addition to its MBA program. Interestingly there is almost nothing in the report about the Mays Business School, which while larger than the Bush School is still smaller than most of the colleges. Pulling the three programs together in this manner would encourage the adoption of joint masters degree programs, something that is mostly missing now, such as a joint International Affairs and Law degree or a joint International Affairs and MBA degree.

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Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning is poorly thought out and will damage current departments and the College of Engineering (COE). The Department of Construction Science (COSC) is not an engineering degree nor ABET accredited and moving it to COE will degrade the College and the Department of Civil and Environmental Engineering. Graduates of the Department of Civil and Environmental Engineering will not support COSC being moved to the College and many will protest the idea of creating non-engineering programs within the College as industry expects us to graduate engineering-trained students.

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My main comments relate to Finding #4 regarding the Bush School. Sudden expansion will undoubtedly negatively impact the culture so praised in the report. I agree that continued investment in the school makes sense including

expansion to undergraduate programs. However, the suggestion to suddenly bring in one huge department to the school, which would then dominate the finances and is totally out of sync with the culture, is concerning. In addition, by suggesting only political science be moved, it fails to recognize the importance of interdisciplinarity in the school; many (at least half) the Bush School faculty are not political scientists. The discussion about duplication of focus seems to not recognize what it is that we teach or do at the Bush School. It would be more sensible to move in multiple departments (as discussed in the Rationale) rather than just one. One possible model to alleviate tensions from bringing in large undergraduate programs to compete with the existing departments could be to offer the undergraduate degree programs collectively. Or allow time for the departments to develop their undergraduate programs prior to any mergers.

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The proposed move of the Dept. of Health & Kinesiology to the School of Public Health would indeed solve the nagging issue of over-lapping UG health-related majors. Consultants and President Banks should be made aware that those major programs existed in HLKN decades before SPH developed their UG offerings. That aside, my major concern about moving HLKN lock-stock-and-barrel to SPH is the unprecedented challenge for SPH and the College of Medicine in managing UG programs involving over 3000 students and graduate programs with some hundreds of students who study in fields as disparate as sport management, physiology, and motor neuroscience, as well as the health-related majors. In addition, the Physical Education Activity Program is an entire division of HLKN currently; this is one of the best and largest programs of its sort in the country. Managing all this would be quite a break from traditional academic foci of colleges of medicine in the U.S. and, given the important charge of the COM to train graduate and medical students, this HLKN faculty member is quite concerned about the level of support these academic programs will enjoy (or not) from the SPH/COM. If an (unstated) motive behind this recommendation is to shift administration of the Human Clinical Research Facility (currently adlocked to HLKN and CEHD) to the College of Medicine, I strongly believe there are better options that can be discussed, given the challenges noted in the preceding paragraph. Notably, the HCRF deserves substantial financial support from central administration to make it more of a Core Facility benefiting all clinical researchers on campus. Offering subsidized services in this outstanding facility could prove a powerful recruiting tool to attract more clinical research faculty to A&M's College of Medicine and the School of Public Health, an explicit goal echoed within this consulting report.

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There are profound and potentially transformational changes proposed, and I trust that those representing the other units will provide valuable input from their direct experience. My primary, overarching request for all of the proposed changes throughout the entire report is that all of the staff positions are protected regardless of the realignment or rearrangement of offices and functions. Please consider the contributions and service of the amazing staff at TAMU and ensure that those who are vulnerable know they are valued and respected. Thank you. The TAMU Libraries has been leading a state-wide effort to negotiate effective contracts with several major publishing companies, and I worry that demoting the enterprise to a single department will damage TAMU's reputation in this effort. Perhaps it is worth considering how the TAMU Libraries as a college-level unit could still deliver cutting-edge curricula and certifications (a recommendation I think is absolutely fantastic!), which would distinguish TAMU as a true leader among peers – best of both worlds! As [REDACTED], I see quite a bit of benefit to the potential creation of a College of Arts and Sciences. One immediate example is the idea of hosting the vast majority of the core curriculum in one college, with the potential to innovate in truly powerful ways while also leveraging the experiences that are uniquely TAMU (one of the guiding principles of this process). This recommendation does present one unintended and major challenge for TAMU, which is that the loss of the College of Geosciences will jeopardize the current, massive NSF contract for the International Ocean Discovery Program, and will severely jeopardize A&M's effort to successfully compete for the new and far bigger contract to host the next phase of US-led scientific ocean drilling post-2024. Since 1983, TAMU has served as the operator of the drilling vessel (the JOIDES Resolution) through a ~\$50million/year National Science Foundation contract. TAMU's deep commitment to the geosciences has empowered us to successfully recompetete for this contract in 2003 and 2012. The current contract ends in 2024 and another major recompetition will be conducted to host the next phase of the program. Major academic institutions with strong units of geosciences in New York, Oregon, Massachusetts, Rhode Island and California likely would compete for a renewal.

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I am supportive of recommendation #1 - combining colleges to create a College of Arts and Sciences. I suspect there may be concerns with the establishment of a School of Visual and Performing Arts. However, entities of this recommendation could be adopted. I support the merger of the Bush School and Department of Political Science. I agree that there is duplication and a merger would strengthen TAMU in the political science arena. Combining the life sciences (i.e., biology and BIMS) into AgriLife is a good move; however, at TAMU academic programs are generally not a function of Institutes. There may be an opportunity to create a 'super' department or college-wide life science

program rather than creating a new Institute. By removing BIMS from CVM and focusing on graduate education, the core mission of CVM would be the primary focus. I support this change.

I am strongly opposing the merge of the college of science, college of geosciences, and college of liberal arts into the proposed college of liberal arts and science, and my reasons are as follows: 1. College of Geosciences at TAMU is a small (but very unique) and well recognized college with international reputation. The existence of this college, among other factors, making this college very competitive to win big science project constantly such as IODP (International Ocean Discovery Program) from National Science Foundation. If this college is merged, it is very likely we will lose our identity and lost the competitive edge in keeping IODP to TAMU campus. 2. I have talked with many students in my class and almost all of them thought this merge is a bad idea. Some students simply tell me that if the merge is going to happen, they have no choice but to transfer to a different university. They said the reason for them to choose TAMU College of Geosciences IS because of its uniqueness, reputation, and faculty's devotion to teaching, in particularly undergraduate education. If the college of geosciences becomes a small subunit in a big college of liberal arts and sciences, they will not be able to find the same kind of unique educational experience. 3. I have talked with many faculty members in our department and students in my class and found that most of them are unsupportive of the merge. The discussion of merge has caused a great degree of unnecessary anxiety among faculty and students who are already facing many challenges caused by COVID-19 and other issues. The timing of discussion of this merge is really bad, if not the worst.

My recommendation is that the University expand its Academic Realignment efforts to allow/encourage faculty members to transition from current appointments in departments/programs/colleges to new appointments in which their research and teaching are likely to be more effective and productive. Just as some units would be better off in different/expanded colleges, so would those faculty members whose research and teaching have evolved and those whose home departments/colleges no longer support their research and teaching efforts. I want to be clear: I'm not talking about an effort to reassign underproductive or uncooperative faculty members. I'm talking about reassigning faculty members who wish to become more productive, to serve more and better students, and to do more of the work they feel called to do. While I don't particularly care for the corporate model of university governance, the periodic re-assignment of employees--in this case faculty members--is well established as a practice conducive to enhanced productivity. Faculty members whose teaching and research expertise continues to grow should be allowed to outgrow the units to which they were originally assigned. Perhaps the University could create something like the Transfer Portal that was developed for those college athletes who seek a better/different environment in which to pursue their goals. The proposed academic realignment would get off to a terrific start if it also included the realignment of those reinvigorated faculty members who have been granted the opportunity to thrive in a new teaching/research environment. Thank you for your time.

The "Build your own Major" idea may well be a good addition. However, the current University Studies programs serve students who are looking for more guidance in their course of studies. This includes First Generation students.

██████████ I will comment about the proposed strengthening of the CEHD by focusing on education and re-alignment of KINE to TAM Health Science (SPH) and dance science into arts, sciences, and visualization. We have also heard there are some suggesting our sport management program would be better served in the college of business or management and our physical activity program would be better aligned to stay in the CEHD or align with recreation. Faculty have expressed interest in moving out of the CEHD since the 1990's. Our 2009 and 2015 external reviewers recommended the university seriously consider realignment. As of 2016 when I last examined placement of similar departments, only 25% of departments like HLKN remained aligned with education. Rationale for doing so included lack of administrative understanding and support from education focused deans, better alignment of academic programs, and providing stronger degree options for students who primarily pursue professional health degrees and/or health and science related careers. In 2015, the American Kinesiology Association (for which I'm a former board member) published a special issue in Kinesiology Review related to the integration and alignment of KINE with Public Health. In 2016, we began the process of considering a move. However, Provost Watson indicated she would not support making HLKN a school or college and that if we wanted to leave the CEHD we would have no input and may not like how we were split up across campus. As a result, our faculty who had completed a survey indicating 90% wanted to explore leaving the CEHD, decided it was better to stay in the CEHD rather than basically eliminate our department. Over the last 5 years, I believe our faculty hoped that the CEHD would provide more support. However, in my view, much of the gains we realized during my 9 years as DH have dwindled. We lost faculty, enrollment management policies resulted in a decrease in UG and graduate enrollment (and diversity), and we are no longer ranked as a top doctoral program by the National Academy of Kinesiology (apparently we didn't turn in data). Further, our only teacher education programs in



physical education and health education were terminated meaning there is even less in common with other departments within the CEHD. While I understand faculty will be apprehensive about realignment, in my view it is in our students and faculty's long-term benefit to move to Health Sciences, ideally as an independent department, or within arts and sciences. Nutrition would also benefit with merging into KINE. I for one, want to explore these options in an honest and open way as most of our top tiers are housed in colleges of human sciences, health sciences, public health, or are stand alone colleges. The report did not represent this well but its long time our programs, faculty, and students align with faculty and colleges that are closer to our disciplines.

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I fully support the academic alignments proposed. It strikes me as odd, however, that TAMU would move to 4 main pillars and essential "super colleges", but retain the Colleges of Education and Architecture. For instance, removing the Department of Health & Kinesiology from the College of Education takes out more than 60% of the enrollment in that college.

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I am very troubled by the proposed realignment of BIMS undergraduate. This is a highly successful program that is being moved around for unknown reasons. BIMS UG is not broken, why mess with it? What happens to BIMS graduate education? Where do faculty belong if not in an academic department home? How can building a small animal hospital (however much it is needed) be the focus of an academic college? This seems to be entirely inappropriate to me and is a University goal, not College. Aren't we here to teach?

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I respectfully disagree with the assessment to consolidate HLKN under the SPH. Thanks!

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Keeping the Colleges as they are provides a sane administrative structure. The people drawing up those fictitious organization charts undoubtedly had fun, but the proposed reorganization is madness. This is a large university, with many different programs requiring individual attention, not a small college where small programs can be lumped together.

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The School of the Visual and Performing Arts is a long overdue need of the university. Currently the arts at TAMU are housed in three different colleges which does not encourage interdisciplinary or collaborations among faculty and students. Being housed under one umbrella (preferably in one location/building) will not only foster more collaboration between the art disciplines but will also give the arts a stronger voice on campus and within the community. With this realignment of the arts on campus, it is important that the dance program be able to maintain its focus on dance science as it is not only the first dance science focused program in the United States but is highly respected internationally. This degree is also reflective of the strengths which the university was founded. This new School being housed under a larger College of Arts and Sciences would compliment this degree. The arts being housed in a College of Arts and Sciences is common among many universities and would be a great fit for this new School.

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I think the establishment of the new school is going to bring exciting changes. I strongly agree with many suggestions made in this report, especially the establishment of the school of visual and performing art. The relocation of visualization department for this new school seems timely and suitable to me, as the department indeed sits in the intersection of art and technology. In many other top universities (CMU, UCLA, Stanford, MIT) there are similar units that work in this intersection. The department has been providing fine art education, but just as the report suggested, is currently having restricted growth. As digital media becoming increasingly critical to almost every field, the establishment of the new school is certainly a great move to strengthen and multiply the impact that this program could have.

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I have misgivings about merging the colleges of geosciences, sciences, and liberal arts. While the report notes that the majority of what the authors deem peer institutes do it this way, it is not clear that it would be right for TAMU. There is the example of Georgia Tech, which is arguably most like TAMU among US universities. They have a separate college of science. It would be good to talk to the heads of the various science departments at Ga Tech and see if they like their current structure and get their perspectives on the respective merits and possible downsides of the report's proposed merger. For my own part, I think TAMU, founded as an agricultural and mechanical school, has an historic mission in which there is a more than average weight given to the sciences and their applications. After the proposed merger, the math department would be less well placed to coordinate course offerings with the college of engineering. We might lose a lot of our bread-and-butter courses to courses taught within engineering.

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Moving Department of Construction Science from the College of Architecture to the College of Engineering is rather intriguing. The rationale behind the proposed move is this department has more in common with the engineering disciplines than architecture. I agree that construction graduates are not architects, but they are not engineers either. Basically what they do in professional life is construction management. I think it would more sense if the Department of

The College of Veterinary MEDICINE should be aligned with the College of Medicine/Health Sciences Center rather than with College of Agriculture and Life Sciences. Medical principles and practice are the same for people and animals, and each provides insights for the other. Not only are each a model for advancement of medical knowledge to improve the health of people and other animals, but many diseases are shared between or common to humans and other animals. Thus, following the principle of "one medicine" would enhance the professional and graduate education at the medical and veterinary medical colleges and better promote collaborations and shared resources. It would also be beneficial to initiatives like medical engineering. I write this with utmost respect for colleagues in College of Agriculture and Life Sciences, and with the strong desire that health and life sciences be linked at Texas A&M University. But our university would be best served by the colleges of human and veterinary medicine being aligned to best improve the health and well-being of people and animals in Texas (and beyond).

Concerning recommendation #4: I think what MGT misses is that TAMU does not have a College of Social Sciences, and it should. As a result, many disparate things have been lumped into Liberal Arts—English and Economics, for goodness sakes! (And the MGT Recommendation #1 would worsen this, of course.) So the MGT firm cast their eyes around for some greater conceptual coherence for these disparate fields, and apparently came up with the notion of policy-relevance as a theme. So everything the MGT firm considered to be even somewhat involved in policy-relevant research, such as Econ and Poli Sci, and IS, would be put together under the entity that already has that theme—the Bush School. But that's a contorted response when a much simpler solution is called for: create a College of Social Sciences, under which Poli Sci and Econ and IS and Sociology and History and Psych would all belong. That's where coherence is to be found. The social sciences are far, far larger an enterprise than public policy. They are in the business of knowledge creation first and foremost—even if there is no immediate practical policy application for such knowledge. To try and have a policy school absorb social sciences is thus like having a gnat try to swallow a camel—the gnat will die and the camel will end up horribly mangled. It's really a completely backwards view of which is the larger, broader enterprise and which is the smaller, more focused enterprise. And realizing policy studies is a more focused enterprise is no doubt why the LBJ School is a separate entity in the UT system. The Elliott School of International Affairs is a separate entity in GW. SAIS at Johns Hopkins is a separate entity. Our top peer competitors have gotten where they are by being separate entities within their respective university systems, which allows them to focus in laser-like fashion on their educational mission. If the Bush School were to dilute its focus, it simply could not compete with its peers in the world of professional schools of public service and international affairs. Instead of being a rising star—which is what the Bush School is among its peers—we would no longer even be on the playing field. In addition, the quality of a graduate program is strongly linked to small class sizes. Under the MGT plan, small class sizes for Bush School MA students would of necessity disappear and our ranking among APSIA schools would plummet as a result. Finally, I wonder if President Bush made some stipulations about the nature of his School that still carry weight. President Bush was not in the business of broad social science undergraduate education. His mission was focused on preparing master's level students for direct entry into the world of public service. Surely that vision is still due respect at TAMU?

I write to caution that bringing the Department of Political Science into the Bush School is not the best way to achieve the important goal of growing the Bush School's presence and role on campus. The consultants exaggerated what they call "the significant overlap" and the "duplication of focus" between the School and Political Science. [REDACTED], I see very little overlap. When I came to the School eight years ago, I also thought that both programs could benefit from more interaction. I quickly learned that the missions of each are very different. Political Science prepares doctoral students for academic careers and teaches a large number of undergraduates, as majors and in the required courses in American government and Texas government for all undergraduates. Political Science's focus is disciplinary. The Bush School's focus is public service. Moreover, the two programs have developed very different academic foci. The Department of Public Service and Administration in the Bush School concentrates on the fields of public administration and public policy. Very few if any faculty in the Political Science Department focus on public administration. In the Department of International Affairs, our academic faculty focus on international relations and regional studies (Middle East, Latin America, East Asia, Europe). The Political Science Department has only a few international relations scholars and even fewer whose scholarly focus is world areas. In my eight years at the School, approving student degree plans in the International Affairs Department, I have seen precious few Bush School students take graduate courses in Political Science. They are more likely to take courses in Agricultural Economics, Nuclear Engineering and Geography. There are also very, very few Political Science graduate

students who take Bush School courses. That is not because it is bureaucratically hard to do so. It is because there is little overlap between what the Political Science students want and what the Bush School students want. The Bush School must expand into undergraduate education. I think that would best be done through the development of undergraduate majors in each of the Bush School departments. That might involve a new relationship with the Department of International Studies for my department, as mentioned in the report. The School is well positioned to make this change. Doing so would allow us to expand our role in the University while maintaining our distinctive public service mission. I fear that adding the Department of Political Science to the Bush School would dilute that distinctive mission.

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Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. The rationale for that is stated as: "there should be significant cost savings by reducing three administrative college structures into one and using those funds to support the new College academic and research mission." We all know, that it does not work like that. What will happen is the creating one more administrative layer on TOP of the current ones. This increases the number of administrators per faculty. The rest of the rationale statement refers to a four-legged stool structure as if it can make any sense to anyone.

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Where to start? The methods used to come to the conclusions in this report do not make any sense at all. I completed the survey. There were no questions about these realignments. The questions asked have nothing to do with the recommendations. Moving on, as I read the report, the rationale for the realignments are simplistic - merging Science, Geosciences and Liberal Arts is a good idea because "bigger is better", "other universities do it this way" and "it will save money." I don't find either of the first two arguments to be very convincing, and I am perplexed by the argument that money will be saved when the report also proposed adding departments which will have to be started from scratch. This will be expensive. The amount of funds saved by having fewer administrators (if that is even possible) will not make up the difference. I would like to see the numbers. I am concerned about the unintended consequences for other units. This will hamper growth of other departments as funds will be diverted to create and develop new units. I am also concerned about the processes and policies that will have to be merged - for example, the college-level review of promotion cases given the wide range of research in the merged unit. If this recommendation is adopted (and I do not support it), I recommend that the merger be staged with things like P&T processes and hiring processes being the last thing to change. These could be handled by division-level executive associate deans. (In other words, the name changes first, and everything else initially stays the same... and then pieces are merged one by one.) I think the Department of Biology should be given the opportunity to decide if they think they should be moved to another college. And, if an Institute of Biological Sciences is created, then I think Biomedical Engineering should be moved to the Institute of Biological Sciences.

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I have grave misgivings about the proposal to merge the Colleges of Liberal Arts, Science and Geosciences. I am a member of Phi Beta Kappa and a scientist, so I fully understand the value of a liberal arts education as well as the fundamental role that basic science plays. This consolidation would damage the research and teaching missions of these colleges. The rationale seems to be a marketing and business-based justification for cutting useful administrators at the lower levels (colleges). Here are a few remarks: Some of our peer institutions have a College of Liberal Arts and Sciences for historic reasons. How many of these arrived at this by combining colleges recently? In these cases did it go well? Suggesting that having 4 big colleges make the university better, while leaving the remaining 10 colleges independent, because many stools have 4 legs is missing the point (and 3 legged stools are more stable, anyway!) of academic colleges and departments. While the first two colleges teach a significant number of A&M students, these should not be regarded as service colleges, as might be the case for many liberal arts schools. Compare the outside funding of the CoS with CoLA makes it clear that this would be an unequal yoking. The research missions of the units in the CoS differ significantly from those of the CoLA. How will resources be allocated? How does a dean of these very diverse 20+ departments credibly lead? Deans should be academics, not CEOs. There is much made of how this will help the CoLA. Firstly, I think they will have less of a voice because of the different funding structures. Secondly, I do not think it will lift their stature as is claimed. Fighting for resources with scientists does not seem like a winning strategy. Finally, how does this benefit the CoS? As the consolidated units will have a smaller voice and the goals of arts and sciences research are so significantly different I believe it would only lead to discord, and an overall diminished role.

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(1) A larger college of Arts & Sciences makes a great deal of sense to me and could potentially create some efficiency. The fear, I have heard expressed, is that the voice of the humanities and social sciences would be diminished in such a structure but I am not sure why that would necessarily be the case. I am not sure - under the current structure - that the college has been able to communicate its mission and importance as effectively as it could (I am not casting blame here,

just observing). The other fear I have heard expressed is that research will be valued primarily for its ability to attract external funding, but it is worth asking whether we should be doing more to attract grants and contracts, and I see the potential for greater collaboration across the humanities, social sciences, and sciences. (2) I have long wondered why the Bush School and the Department of Political Science weren't more integrated. There is value in greater collaboration across the two units. I am not sure you need to be within the same college for this to happen (but it helps). My sense is that the Bush School needs an undergraduate policy major and PhD program. Political science could do more to think about the value of applied politics, quantitative analysis, and policy. Ideally, I would like to see the Bush School, Political Science, Economics, and International Studies under the same roof with greater collaborations (and joint appointments) with Public Health and other colleges, including Engineering. (Political scientists and economists can add value to engineering grants by adding a behavioral component). There is such great potential here. The challenge is balancing the professional and the academic strengths of each program. From a political science perspective, the danger is the department loses what makes it a top 25 department, a strong commitment to academic research that theoretically well-grounded and methodologically sophisticated. Having worked in a professional school in a prior job, I can say the professional/academic tensions are very real. The key, I think, to create a structure so that, wherever political science is located, it maintains autonomy over its graduate program, hiring, and promotion & tenure. Overall, this is a good idea, but the devil is in the detail. If it is mishandled, it could undermine the strengths of both programs.

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Re Recommendation #3: Given the consultants' repeated mention that the public is losing its trust in news (although I note that much of that is deliberately driven by the American right wing) and its ability to judge information accurately, wouldn't a simpler solution than an entirely new Journalism school be simply to mandate that all TAMU students take a class on Information Literacy, and to offer IL learning opportunities through the Libraries and other existing institutions? Given the ever decreasing number of jobs in the field of journalism, how do we expect graduates of this new school to find jobs? As a member of the Libraries faculty, I am very concerned with some of the proposals regarding the realignment of TAMU Libraries. It appears to me that the consultants making these suggestions do not understand the library environment or the work and effort needed to establish a library school that would be accredited by the ALA. I note the following points. 1. The costs and complexities involved in establishing a library school deserving of accreditation are beyond considerable. A library school and a library are not the same thing - the former requires the hiring of an entire corps of teaching faculty devoted to teaching students and to pedagogy. Current library faculty are, for the most part, not teachers, and we cannot simply turn on a dime to start teaching formal classes. (Even if we could, that would drastically reduce our ability to do our regular work servicing the Libraries.) Would existing faculty be expected to teach at this proposed library school? Furthermore, the current library job environment does not support or justify an entire new school of library graduates, that would compete for a smaller number of jobs with graduates of existing schools (including the several already in Texas). 2. Numbers in this report are scarce. What exactly would be the cost SAVINGS in merging the Libraries into a new College of Liberal Arts & Sciences? 3. The Libraries serve the entire TAMU community. By placing the Libraries under a College of Liberal Arts & Sciences, this removes the Libraries from their independent status as a campus-wide service institution. 4. The diagram notes on page 24 that Cushing Memorial Library & Archives would, in a major restructuring, be removed from the Libraries and placed with other cultural institutions such as museums and gardens. How do the consultants think this would actually work in practice, given that Cushing is fundamentally a library and not a museum? 5. The report notes that 'Learning Commons that integrate information sciences with academic support services, such as the Writing Center, tutoring services, etc., provide a full spectrum of student learning opportunities that buttress the curriculum.' Are the consultants not aware that the Writing Center is already housed within the Libraries, and that the Libraries carry out a host of student learning opportunities already?

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- A more in-depth and data-driven review is required to show how the proposed realignment of COSC would respect the heritage and causal factors of how it became a nationally leading program to determine if Proposal #9c would help increase or undermine its benefit to its constituents and A&M.

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There is a strong suggestion to pull Poli Sci into the Bush School. The Bush School also has a large number of people in economics -- in fact, the number of economists and number of political scientists is about the same. In fact, public policy is as much about economics as it is political science. I think a way to reframe this is more of "should Poli Sci and Econ (and perhaps other departments) be pulled from the School of Liberal Arts and be put into the Bush School?" This would mean that the Bush School would be significantly modified from being a school that currently offers only masters degrees in preparation for jobs in government and other public service, to a school that is offering PhD programs etc. with a much more academic focus. There are some other schools for which Econ and Poli Sci are housed within a

School of Public Policy. Oregon State is one of them. There are also schools where Econ departments are housed within business schools rather than within liberal arts. I think that before this initiative is undertaken, there should be a more significant study done exploring the pros and cons of pulling Poli Sci into the Bush School. The report could do more to enumerate these. Note that the Poli Sci and Econ departments, which used to be in the same building as Bush School, have now moved to a different building.

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Pros Foster more collaboration among various departments Introduce students to a broader course scope during their academic tenure Bring all scientific/liberal arts departments under a giant umbrella where each department can enhance another whereby one department can conceivably fill the gap of another Cons Possibility of losing individual department identity Underperforming departments will have to be supplemented by departments with more students and "clout" Departments with a heavy research load will subsidize departments that do no research Departments with heavy teaching loads may have issues with faculty/staff who do not teach even though they may have heavy research loads

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I like the idea to combine the College of Liberal Arts, the College of Science, and the College of Geosciences.

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This is the most difficult and - I presume - controversial section of the report. My primary academic home is in Liberal Arts. While I regret seeing the college merged into a larger entity, I can see some of the rationale. I don't see how the libraries fit into this model. Our academic librarians are not instructors and I'm not sure how we can create a library program without a massive personnel overhaul. The proposal to create a Department of Journalism is not, to my mind, viable. Journalism is a profession in crisis across the country. The connection with MKTG in Mays is, frankly, a bizarre suggestion. Mays has no incentive to cooperate with a department that will be a competitor. I also find the proposed move of Political Science to the Bush School to be an odd and needless one. The Bush School needs to stand or fall on its own - adding an undergraduate component dilutes both brands.

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I hope that with growth we never lose sight of that it means to be an Aggie and the legacy on which we stand for over 100 years.

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Recommendation #9d. If HLKN need to be consolidated in TAMU Health - the School of Public Health, please consider that this seems to be a logical step for the Health Division in HLKN, but not for the Kinesiology Division that included the clinical research in the Center for Translational Research in Aging and Longevity (CTRAL). I propose to convert the Division of Kinesiology to the Dept of Kinesiology and to place this into TAMU Health - College of Medicine. That makes more sense in relation to kinesiology, but specifically for the clinical research in CTRAL. If this is not possible, I suggest that move only CTRAL to the college of medicine.

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I am an Associate Professor of International Affairs at the Bush School. The Bush School is entirely oriented around training future public servants. It is why we admit the students we do and why we have recruited the faculty we have. The Department of Political Science serves a completely different group of students and has recruited a completely different faculty. I cannot see how either would be well served by a merger. Our students would no longer get the unique education that prepares them for public service. Political Science's students would no longer be trained in political science. I respectfully disagree that there is much meaningful duplication between the Bush School and Political Science. And if the Bush School is eventually going to take on undergraduate students, it would be optimal to do so as part of our own thought-out process, as opposed to rushing it through as part of a forced merger.

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Many of the suggestions regarding the new College of Arts and Sciences are welcome - creating a School of Arts within the college and expanding several existing departments to fill this out seems particularly good; merging with Sciences and Geosciences seems fine, though it's confusing from the report whether this is intended to increase the status of the humanities and arts within the university, or to consolidate the image of this university as a science and engineering university, with the arts relegated to decoration (and the humanities completely ignored) in a "STEAM" initiative. If student interest in journalism is dropping, it's not clear why adding a department of journalism makes sense. Moving political science to the Bush School makes some sense, but it seems like it would make more sense to merge the Bush School into the College of Arts and Sciences. Creating a department of library sciences (or perhaps library and information sciences) seems like a very welcome move. However, it's not obvious that merging the University Libraries into this department is the most helpful idea, unless the existing faculty librarians think this is a good move.

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Technology Management as currently organized is very specific to Education. It has zero fit with Engineering Technology - none of the courses are in ETID, and Technology Management takes different math and science than Engineering. If the Technology Management major was in Engineering, following the common freshman year, it would be a very different major, and might die as a result. Construction Science fits poorly in Engineering. It has a different accrediting body, and

takes different engineering and science, and has a very different curriculum. It isn't a great fit in Architecture either, but is a better fit than Engineering. Visualization would not be a very good fit in a Visual and Performing Arts school. The department head for Visualization is a computer scientist. So are a number of their faculty, who collaborate with computer graphics faculty in Computer Science. But other Viz faculty are graphic and visual arts, and they do not fit with Computer Science either. Visualization is not a great fit for Architecture, but the undergraduates in Visual Studies have more fit with Architecture than they do elsewhere.

I object very strongly to the proposal to move the Department of Political Science to the Bush School. The political science PhD program is one of the strongest in the country, and likely the best social science program in the University. We have our own national identity as scientists/scholars/researchers and this identity does not align with the primarily public administration/public service orientation of the Bush School. We do NOT want to teach our subject matters (formal theory, basic and advanced statistics, American politics, political theory, comparative politics, international relations, etc.) to Bush School students who are largely uninterested in scholarly research. I know they are uninterested, because I was once a part-time faculty there. As it stands, the political science graduate and undergraduate students are eager to be in our program. However, based on my prior experience with the Bush School's Masters level students, they are not so eager for our scientific approach and body of knowledge. Thus, while it may make organizational sense to move Political Science to the Bush School, it does not make practical sense.

Recommendation #1: AGREE I'm supportive of the idea and structure for TAMU to have a College of Arts and Sciences, but I do not believe that all departmental moves were made with accurate and complete information, and for those that were not vetted at all by MGT (HLKN's move), the move will weaken several affected programs (and a large number of students will be negatively impacted in an effort to integrate two small groups of students in community health in HLKN and SPH). [REDACTED], I will limit my recommendations to this unit under Recommendation #. Recommendation #2: AGREE Recommendation #3: No recommendation. Recommendation #4: No recommendation. Recommendation #5: No recommendation. Recommendation #6-8: No recommendation. Recommendation #9d: DISAGREE While I appreciate that MGT tried to keep HLKN whole, I do not believe they had the full picture of the Department, and primarily made decision based upon the need for SPH to be propped with HLKN's financial resources. I'm a supporter of making good fiscal decisions, but this amounts to making a decision for the whole unit (3500 undergraduate students and 300 graduate students) based upon one small component of a large unit. SPH's community health program is very small program and was born out of HLKN's program, so why move a large, successful academic unit like HLKN with basic scientists into a school of public health just to merge one tiny piece. 1) HLKN should be moved to the College of Arts and Sciences, if a move is to be made. HLKN is comprised of 4 divisions and multiple programs, but the comments in the report only mentioned Community Health, which DOES NOT reflect the majority of our students in HLKN. In fact, Allied Health, KINE, and SPMT are much larger programs (and make up the majority of our students) and majors (and degrees), and are where many of our pre-professional students are housed. Moving a large dept. to SPH to integrate one small entity will greatly weaken our non-Health programs. 2) Health Education's Community Health component is the only entity that could fit into SPH, if a move were to be made. The leadership of HLKN fully supported the program review that took place between SPH and HLKN, and the committee (made up of faculty from both areas found that there was no significant duplication of programs. This report appears to have been overlooked. 3) Kinesiology contains science-based pre-professional programs, and is second only to Biomedical Sciences for sending more pre-professional students to Medical school, dental school, and other professionals schools. Our faculty are both basic scientists (muscle biologists and physiologists) and clinical researchers (integrative physiologists with metabolism focus) which would interact well with the basic and clinical researchers in the Dept. of Nutrition, Biomedical Sciences, Vet Med, COM, etc.). So a move to the College of Arts and Sciences makes more sense for our students and for our faculty. The MGT program did not present any tier 1, R1 peer institutions in KINE in their report as justification for this move. 4) Sport Management, our 3rd academic division (which has a very large UG population) does not at fit at all in SPH. It would fit into Recreation and Parks' new Dept. in the College of Arts and Sciences Agrilife. SPMT has to remain with HLKN and KINE because it's PhD program is a KINE degree. 5) Dance Sciences Program: While HLKN would hate to lose the awesome DS faculty, I do believe this move could benefit them in terms of having the facilities and collaborations available to them to hold performances, expand their offerings etc.. They have done a great job at a university with no true Arts facilities. However, some of their teaching appointments are tied to PEAP KINE classes, and they also have a teacher certification component that may be negatively impacted. This would need to be teased out, but it is possible. 6) PEAP was not mentioned in the report. PEAP should remain in HLKN as its faculty teach the basic core courses for KINE majors. We do not have ample teaching faculty with expertise to teach the lower level skills

courses they teach, and they are the experts.

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I agree with recommendation #2 (establishing a School of Visual and Performing Arts). For a university of its size, TAMU does not have a very large arts program. I graduated from a school of music within a large public university. A big draw for myself and many of my classmates was that we could get a music degree, along with another degree (in case the music degree didn't work out!). Being at a large university gives you a lot of options to do this and our school of music had formalized programs with other degrees on campus for art administration, education, etc. Also, things like student recitals, student orchestra concerts, etc. were attended heavily by community members and were another way to draw community members into the university space. Creating a new music program would require more than what the report alludes to, it wouldn't simply be accomplished by transferring existing faculty. The program would need to hire significantly more faculty (at least one faculty member per studio or instrument) and require other things to be accredited (such as a music library). I disagree with recommendation #6 (merge university libraries into a new department of library sciences). The authors of the report are misinformed about the differences between a college library and a department of library science. To be an accredited library program (of which there are already numerous in the state) many of your faculty have to have PhDs. Librarians who work at the University Libraries largely do not have PhDs, their terminal degree is a master's. As the report points out, librarians are performing important work teaching students critical research skills to use in their academic journeys. The work of a library school is to teach graduate students how to become librarians, not to teach undergraduate students these critical research skills. While I don't disagree completely with the idea of creating a library school (I think it could afford opportunities for existing librarians to become more engaged with student learning), the library school would have to be staffed with newly hired faculty with PhD's in library science who desire to teach other people the profession of how to be librarians. Pulling existing librarians out of the current University Libraries would be a disservice to the many students who rely on librarians for research and information literacy assistance.

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The statement that "more than 1/2 house liberal arts and sciences in the same college" has no meaning. Is that good or just 'conventional?' What are the metrics to show that is effective and best? Majority rule? That our smaller colleges offer many degree paths is positive--not negative. The arguments justify the changes planned without proving that this is good to do. Bigger is not necessarily better. Why not drop all colleges? Then this uni-university would offer more degrees than any other system. There was journalism here. A prior administration closed the department. Why open it again now? Merging departments and colleges should be faculty-lead. These mergers should and would take more than nine months so that faculty would grow together and not feel they were merged in a "shotgun wedding." Any central plan that forces mergers at department and college levels is the antithesis of shared governance. Bigger, consolidated is not always better.

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By eliminating colleges, and consolidating to four, the remaining deans offices will become even more unwieldy and inaccessible to students and faculty than they are currently. Faculty will feel disenfranchised, is this a way of telling us to go find another university to give our lives to? I feel betrayed at this point. I normally see opportunity for improvement in disruptive shifts, all I see here is the consolidation of power, additional remoteness of the administration to students and faculty. Will I be represented in promotion and tenure proceedings by a Dean who has even less of an idea what I do and why its important than what I deal with currently? Please show us the upside of this, and soon, please.

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COALS is a life science, so why not integrate into the proposed College of Arts and Sciences?

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As a member of the College of Liberal Arts, I support combining it into Arts and Sciences. I am surprised there was no initiative to create a Department of Humanities with History, English, and Philosophy as these have all lost majors and have aging faculty of uneven quality (i.e., a few faculty do the majority of the research, service, etc).

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I agree with the realignment. Having larger colleges will cut back on a larger college bullying the smaller ones.

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I have a few comments mainly about combining college of arts, college of science and college of geo sciences to create a new college. I think it is a bad idea, explaining it why and adding some suggestions. I am not against combining colleges as long as the departments are homogeneous in nature. 1. Why we want to combine colleges: mainly due to A. create an homogeneous entity so that it is easier to create interdisciplinary cutting edge training or research program. College of Arts is so different than other two colleges so that it will not make much sense in that way. B. Cost cutting: i think due to heterogenous nature of the departments it will need many more administrators (like associate deans) to represent each department just to understand the language and basic standard they use. Moreover, TAMU is one of the leading schools with minimal administrative expenses so I doubt this merger will save it more. On the other way, the initial cost

will be huge in terms of space and other administrative expenses! C. Some of the examples given in the report are not fully correct. Leading state schools have College of Science like Purdue, UT Austin, UCLA,... The report repeatedly said we should follow Purdue's example (which I agree) and their structure is very similar to us. D. My suggestion: Some state schools still have large Arts and Science traditional colleges due to initial cost to change them. Most of the recent changes are to create small, homogeneous interdisciplinary colleges like recently Berkeley created College of Computing, Data Science and society. Cornell is also moving in that line (in fact invited me to lead a department there). Hence, rather than moving towards historical large colleges we should move in this cutting edge direction. College of Arts will get much more exposure if they join our famous Bush school. If we have to realign colleges, I will prefer to have a new college of Computing and Data Science having Computer Science, Computer Engineering, Stat, Visualization, info and part of Maths (approximation theorist) together. If a college is not possible, I will request you to consider a joint research institute under science and engineering. Please take a look at our institute [fids.tamu.edu](http://fids.tamu.edu) as a building platform. My next major concern is moving Biology out of Science. 100% of the top institutes (including Purdue, Michigan, UT) have Biology in their college of science. Top students take biology major to learn the foundation issues. Moving it to Agschool will make it lose its depth and luster. It will have similar effect of moving Physics in Engineering or Maths in business school. It needs more funds to get experimental facilities but changing the college is not going to help it. Some of the suggestions in the report are really good (related to students or faculty issues) but most of the realignment ideas are not good at all! We have to decide that if we really like to invest so much for Arts and journalism (when already we have a few top rated schools in TX in these fields) or should make our existing strong departments stronger. Medical school should be one of our priorities to bring more NIH money which may be critical to move up in research ranking. We already have suffered by investing in a low level law school and not sure how it helped us to move towards the top. I have full trust on president Banks and the current administration hence provided my honest opinion!

The plan makes sense. I have often wondered about some of the distributions of similar content in various places. There are a lot of turf battles.

Recommendation 9a (reassigning University Studies to a College of Arts and Sciences) seems fine in theory but will require a significant re-working of the rules of a University Studies degree. Currently, those degrees require students to minor in two different colleges. Once the colleges are consolidated, a student could no longer complete a University Studies degree with minors in, say, Geography and Philosophy (an excellent choice for a student in the University Studies in Society, Ethics and Law program). I recommend that University Studies programs housed in a new College of Arts and Sciences permit two minors within that college. That will be an improvement over the current model, which doesn't allow USLA majors to combine Philosophy and Economics despite the significant methodological differences in those two fields and the popularity of that combination worldwide (see Oxford's wildly successful program in Philosophy, Politics and Economics).

I think it makes sense.

College of Engineering needs to be separate from Liberal Arts. Art is not a science.

Dear President Banks, I hope you are doing well! As a fellow Duke degree holder (BSE - Biomedical Engineering) I applaud the overall MGT recommendation of reducing our current administrative behemoth of 16 colleges down to 4 academic units: AgriLife, Engineering, Arts and Sciences, and Texas A&M Health. At Duke, UNC, and many other AAU Tier One institutions mega-colleges of Arts & Sciences (e.g., Trinity College), Engineering, and Health or Health Science are fairly typical. An AgriLife College or academic unit is also common as you know in many Land Grant Universities, including Cornell. There are many exciting new possibilities. The road to academic excellence is built through academic villages. When I was hired at Texas A&M, A&M was 6th in research expenditures and Duke was about 30th. Today, Duke is #8 in research grant funding and TAMU is 19th (NSF data). Duke found and built academic villages in the Levine Center and Fitzpatrick Center that focus on cancer research and nanotechnology. For example, the Levine Center is literally integrated with the School of the Environment, Biomedical Engineering, Computer Science, College of Medicine, and Chemistry – the ingredients necessary to tackle the complexities of oncogenes and oncology. Comments and Suggestions Regarding Finding #2 and Finding #9: • Separation of Health & Kinesiology from the College of Education and Human Development – I think this is appropriate re: better fit within the new Academic framework. HLKN has moved to West Campus in closer proximity to AgriLife and TAMU Health programs, which have academic programs and interests that are more closely related to Health & Kinesiology. • Academic and Physical migration of the Dance Program into a Fine Arts unit within the College of Arts and Sciences. The Dance Program should move into a Fine Arts



facility on East Campus. • Recommendation 9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. The Department of Health and Kinesiology (HLKN), located in the College of Education and Human Development, and the Department of Health Promotion and Community Health Sciences (HPCHS), located in the School of Public Health (SPH), have similar program offerings. HPCHS and HLKN have attempted to differentiate their degree programs for several years with little success. The overlapping degrees are the Bachelor of Science in Public Health, Master of Public Health, and Doctor of Public Health within HPCHS, and the Bachelor of Science, Master of Science, and Doctor of Philosophy in Community Health at HLKN. - This is an oversimplification as written. Overlapping and redundancy of programs are true primarily for the Health Division within HLKN and TAMU Health. The Kinesiology Division is distinct from all other programs at Texas A&M and historically includes applied scientists and investigators in Exercise Physiology, Motor Neuroscience, and applied Biomechanics as well as PEAP. Investigators in the Kinesiology Division have been funded by NIH, NASA, NSBRI, DOD, NSF, American Heart Association, Muscular Dystrophy Association, American Lung Association, foundations, etc. - There are universities nationwide where Kinesiology programs are within a College of Health or Public Health: University of South Carolina, University of Utah, University of Oregon, University of Illinois, Chicago. However, there are Kinesiology programs that are housed or fit in with AgriLife: UCLA, University of Missouri. Investigators in Kinesiology have established strong research relationships and collaboration with the Departments of Nutrition, Animal Science and ILSB faculty. Many of our Kinesiology faculty are members of the Graduate Faculty in Nutrition - The Sport Management in HLKN has overlap with the Mays Business School as well as Recreation, Park, and Tourism Sciences. - HLKN is a large department with 3-4 divisions, that in some universities (e.g., University of Florida, University of Illinois, University of South Carolina, East Carolina) are a full college - In order to (a) optimize facilities and resources, (b) find best academic fit, (c) reduce academic redundancy and overlap, and (d) promote externally funded research I propose the following models and suggestions in response to Finding #9 and Finding #2: Option 1: • Health Education merged and moved into Public Health in TAMU Health • Sport Management merged and moved into Business or RPT • Dance to Fine Arts and College of Arts and Science • Department of Kinesiology formed, retaining PEAP and HCRF within TAMU Health o Could add Physical Therapy program to Kinesiology Option 2: • Health Education merged and moved into Public Health in TAMU Health • Sport Management merged with Business or RPT • Dance to Fine Arts and College of Arts and Science • Athletic Training to TAMU Health • Department of Kinesiology formed, retaining PEAP and HCRF within AgriLife Option 3: (My preference) • Health Education merged and moved into Public Health in TAMU Health • Sport Management merged with Business or RPT • Dance to Fine Arts and College of Arts and Science • Athletic Training to TAMU Health • Kinesiology merges with Nutrition to the new Department of Nutrition and Kinesiology (retaining PEAP and HCRF) shared by AgriLife and TAMU Health □ This model is used to great success with the University of Missouri, Virginia Tech • Most faculty within the Nutrition/Kinesiology hybrids are NIH funded In my view, these 3 models, coupled with externally funded new hires and reorganization of facilities would carry the Kinesiology program to #1 Graduate status in the nation. My understanding is that the sole #1 graduate program at TAMU is currently Petroleum Engineering. The Kinesiology faculty supported and attempted to hire the Department Head of the #1 Kinesiology Graduate Program, Dr. Jim Carson from the University of South Carolina's School of Public Health and Department of Exercise Science. Dr. Carson has had continuous funding from NIH for 20 years and while administrator the number of active NIH R01s rose from 2 to 12. Dr. Carson is currently Associate Dean of Research & Graduate Studies in the University of Tennessee's College of Health Profession. Dr. Carson would be an ideal fit as a leader in Public Health or AgriLife at Texas A&M. Global, Paradigm Changing Recommendations: The key academic components absent at Texas A&M University, TAMU Health, and missing from the MTG Report that would propel Texas A&M into Top Ten status: 1. Teaching and Area Hospital in the College Station/Bryan Campus. Clinical HSC facilities in Temple, Houston, Round Rock, Kingsville, especially when the core of medical science faculty is in College Station dilutes the impact and federal funding draw to the medical school. A centralized, area and teaching hospital linked to Texas A&M, and preferably on the Hwy 47 property would serve millions of Texans from the Louisiana border to the capital city of Austin. - Game changer for TAMU Health, NIH Funding, collaboration, Drug Development, and Biomedical Engineering TAMU, Bryan, College Station, hospital admin partners would have to sit down and seek support from the state, federal grants, and private sector. In addition, faculty, students, local citizens must travel to Houston or Dallas for specialty care. There are less than 500 beds in BCS in total. Local hospital ICUs have been (over)full during COVID waves. 2. Comprehensive Molecular Research Core Center and Support. Expand or reimagine TIGM as a world class center for generating tissue-specific, conditional overexpression and knockout mice, transgenic and transfection support and training.

I am thrilled to see the recommendation to establish a School of Visual and Performing Arts! I teach in Film Studies and have experience in film & television production. The report recognizes the incredible opportunity TAMU has that is not currently utilized. Supporting the addition of video production to the rich diversity of Performance Studies while anchoring this new school with the Viz Lab would allow all of the parties to interact in new ways. Each would help the other to grow in ways they cannot in current configurations. In addition, if video production were added, the opportunity presents itself to have a unique research-based and trade-based program. The latter is already done in Georgia to meet the workforce demands for skilled labor ("below-the-line" crew) through certificate programs. Combined with a research-based degree program funneling into the "above-the-line" (writers, actors, directors, producers) positions, we could build a program truly unique in the state, especially if we plug into technology innovation in science and engineering as applied to the film industry (for example virtual production that the Viz Lab is already stepping into). We could also plug into the TAMU Law program (entertainment/IP law) and KAMU. What if TAMU could be the source of the next innovation in camera technology? Or lighting, or sound? The go-to for set safety training? The ability to do so requires both STEM and the Arts, which this new school could become the incubator for. As a four-time Aggie and a filmmaker, this makes me so excited!

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Seems good since it appears to cut some upper admins

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Some of the changes show an incomplete understanding. The proposed move of HLKN to Public Health is one example. First, there are more programs in the department than just Health and Kinesiology. Sport Management has over 750 undergraduate and master's students, along with 15 pursuing a PhD in Kinesiology with an emphasis in Sport Management. The program also has 15 faculty members. The analysis of peer institutions does not take these dynamics into account. IU-Bloomington is the only institution where Sport Management is housed in Public Health (along with Kinesiology). At others, such as South Carolina, Temple, UMass, and Illinois, they are a separate department. I was also not aware that we considered Central Oklahoma, Miami University, Nebraska Omaha, and North Dakota as peers, but they are listed as such. HLKN also has a large group of faculty members who deliver Physical Education Activity Program classes. Where would these classes go? Would the faculty also be a part of Public Health? I appreciate that colleges and departments are largely administrative structures shaped by history and the set of circumstances surrounding the programs and university. I also note that the report does not speak to curricular issues directly. While these points might be true in concept, they are not in practice. The merging of programs influences how and what classes are delivered, the recruitment of students, and faculty opportunities. All of these issues should be guided by the faculty -- not consulting firms that do not have a correct understanding of department and also present information that is not correct.

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I find the proposal to create a college of Liberal Arts and Sciences to be a fine one. (I am a mathematician with a strong liberal arts background acquired at a land-grant university). This strengthens the power of the dean representing these core academic disciplines.

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Most of the recommendations are great, but some are not good. I do not like the idea of creating a new Institute of Biological Sciences within AgriLife. The Vet School's Biomedical Sciences program serves undergraduates who will go to professional schools such as medical school, dental school, pharmacy school, Physician Assistants school, and graduate schools related to biology (e.g., nutrition and reproduction). The Department of Biology provides general training for students in biology, not species focused as in Agriculture and Vet Medicine. In addition, I do not like the idea of combining College of Science and College of Liberal Arts into one college, because they are very different disciplines.

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It seems that the Academic Realignment is only benefitting the College of Engineering. The remaining departments lose out on the benefits of having a dean that might know something about their disciplines. Why is Engineering not part of the redesign? How do students and faculty gain from having Arts and Sciences put together into one unit? The students in those two colleges do not have anything in common in their degree programs EXCEPT the same core curriculum that the Engineering students take. If a reduce to 4 units is so necessary, which I am not sure it is, why are the STEM disciplines not combined, as those students take many of the same courses as upperclassmen. Advising for such large units is also a concern. Students already receive incorrect information because of lack of understanding by advisors. Lumping these very different majors all into one unit will only make matters worse. When looking at other Tier 1 Universities, they have much the same structure Texas A&M currently has. If that changes, it may become harder to draw in strong research faculty to units other than Engineering. As the age of our faculty increases, the need for new strong research faculty also increases. Graduate students will also look to other Universities for this same reason.

I hope that a new College of Arts and Science does not become a land of misfit toys. There is certainly models for this consolidation but many in the administration are associated with Engineering and Agriculture program which are not often included in such Colleges in peer institutions. The size will make it more influential but the inner functioning will depend critically on the internal structure. I worry that several high ranking departments could be diminished and efforts should be made to ensure that this does not happen with the merger. Many of the other changes make sense and are long overdue. It is unclear, however, why the College of Architecture (for example) would remain a College despite losing Construction Science and Viz. This makes no sense in terms of efficiency and several similar changes have the same issue. I would argue for additional consolidation of Colleges given the reasons for consolidation of Arts and Science (beyond the fact that there are examples at peer institutes).

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There are many things I like about this report, including moving the Visualization program out of the College of Architecture, providing instruction in library and information science, combining the Bush School and the Political Science Department, and drastically increasing TAMU's investment in the fine arts. I also understand and applaud the impulse to spend less on administration by combining different units. However, I am persuaded that given the particular culture of TAMU, which privileges STEM fields and (not to put too fine a point on it) despises achievements in the humanities, folding together the humanities, social sciences, geosciences, and hard sciences into a single College of Arts and Sciences will still further starve and brutalize humanities disciplines that have been on life support ever since the departure of President Gates, the last top administrator to show these departments any respect. Even within the existing College of Liberal Arts, resources and recognition have been disproportionately directed toward the social sciences at the expense of the humanities. This situation will only be magnified if the mix of departments in the college is weighted still more heavily toward those whose major focus is on the securing of grant money and the operating of labs rather than on providing quality education to students via small classes, detailed feedback on assignments, and personal attention.

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I've had experience as an advisor as well as coordinating with other advisors. I strongly object to centralizing the undergraduate advising because such advisors rarely have the experience and knowledge necessary to advise specific majors. For example, I was an advisor and professor in mathematics. The advisors in general studies didn't understand that advising students to take general mathematics classes instead of engineering or science calculus limited the majors said freshman could enter. I expect there were be cost savings by centralizing the advising, but it would be detrimental to the success of the students. Please do NOT do this.

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The merging of the College of Liberal Arts, the College of Science, and the College of Geosciences is by far the scariest part of the proposed changes. My only advice is to proceed with caution. You do not want to destabilize Chemistry given the metastability of its top-performing faculty who could easily get jobs elsewhere. If you go about this merger with tact, I think that it could be a win. The current deans have little power given the size of their operation. A new dean would certainly have a stronger voice on campus. The budget of the individual departments should become proportional to the money they raise externally, to the weighted credit hours they teach. Please, do not take away from strong departments to strengthen weak ones.

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Recommendations in this category appear to be of organizational nature. As faculty, my interest is in retaining control over our academic responsibilities. I like that you recommend to protect this.

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Structural reorganization of Colleges has no clearly defined benefits (what is the goal? to mimic structure used at another university? but why?) and will be carry large costs. Financial costs will be large, but even larger will be hidden costs in wasting faculty time.

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I am in full support of moving construction science to engineering, for three reasons: (1) From the research productivity perspective, the new wave of COSC faculty is heavily involved in externally funded research that tackles important engineering problems in the natural and built environments. COSC faculty have recently brought in multiple NSF grants from extremely competitive programs such as CAREER, Future of Work (FoW), Smart and Connected Communities (S&CC). It has been, unfortunately, the case that because of the separation of engineering and architecture, COSC has not been able to achieve its fullest potential by competing for larger grants such as ERCs, AI Institutes, ... and has had the lower hand with DARPA, DoD, ... grants. (2) From the perspective of student recruitment, we tend to get the second-tier students most of the times because the top ones go to engineering. Many of these students (especially at the graduate level) do not know about the research programs in COSC. We have been receiving many requests from engineering students who would like to switch to COSC and work on one of our nationally-recognized research projects. (3) From the standpoint of diversity and inclusion, I believe that moving COSC to engineering will open up the eyes and ears of a very traditional group of (often) instructors and lecturers to the diversity of the engineering community. Many of these

people have not seen or interacted with anyone who is not a white middle-aged man in a construction site! This should change if COSC wants to become a world-class academic unit, and one way of contributing to this change is to expose people to new ways of thinking, working, collaborating, and communicating; something that engineering can teach us. There is much talent in COSC (many of us have engineering backgrounds anyway), and there is potential to do big things. This realignment will be a huge leap in the right direction.

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I really liked the ideas of creating the Arts and Sciences college, the department of journalism, and the department of performing arts. Particularly the performing arts: There are so many good musicians here, but currently the only way for them to perform that I'm aware of is by participating in the marching band, which you can only do if you're a member of the corps. I think students and people in the town would really enjoy having a broader variety of events to attend here and I hope you will take this recommendation.

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On merging the CLA with several others into a College of Arts and Sciences. I see the benefit of that, but social sciences are very different than humanities and should not remain lumped together in the new college. Arts and Sciences do research and therefore train graduate students VERY differently and evaluate scholarship very differently. On the merger between political science and the Bush School. It would make a lot more sense to let them first exist independently in the new college of arts and sciences. And then those running that college can later decide. From my view as someone who works in political science and who has also worked in a professional school, a merger with international studies makes a lot more sense than with political science. But the logic of how to best decide should lie with the new dean of A&S after having a chance to observe and evaluate all the relevant units before deciding on a merger. Training people to be public service or government professionals is often very different than training them as social scientists (at least at the graduate level). While the undergraduate programs might merge with some ease, the graduate programs need to exist separately and thus merging the two will cause problems for both.

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## Academic Realignment - Staff

Please provide your comments related to Academic Realignment:

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I view the recommendations for academic realignment as the riskiest of the planned changes. I am convinced that potential benefits are significant if the plan is executed well, but if this is executed poorly I am concerned that it will dilute the science colleges without improving the college of liberal arts significantly.

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Academic Realignment: Finding #1: Combining the College of Liberal Arts, College of Science, and College of Geosciences to create a new College of Arts and Sciences. Because this was specifically scoped in the project, my assumption is that this is a priority and is likely to occur. Going on that assumption, my recommendations are made on becoming a part of the solution and success of the merger, specifically in the implementation of the financial, business operations, and HR/Payroll of the newly formed College of Arts and Sciences. The College of Geosciences has already successfully centralized processes. I would further suggest that the business operations be centralized at the new college level, while the Assistant Dean's separate the financial and budgetary support between the two unique divisions within the newly formed College of Arts and Sciences: Physical/Earth Sciences and Social Sciences. This will be a monumental task that can be successfully done with the correct individuals taking the leadership roles in this transition. Each college is very unique in their current operations, so the implementation will need to be carefully managed and have the full support of leadership of the newly formed college and of the university. Further, I would like to suggest that the fully centralized model already in place in the College of Geosciences, which was specifically called out as a model of successful centralization in the 2014 PWC Management Review, can be successfully scaled at the newly formed College of Arts and Sciences college level for all operational functions in the college: IT, Finance, HR/Payroll, Travel, Scholarships/Tuition, Accounts Payables/Receivables and Facilities. The College of Geosciences has the technology infrastructure in place with Laserfiche, that could be scaled to incorporate the business functions/HR/Payroll of the other two colleges (Liberal Arts and Science, and possibly Libraries).

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It is unclear who is deciding this "sunset" of "community-focused programs" and what metrics. This should be better communicated otherwise the community and staff support them WILL be even more distrustful of what appears to be reckless change by a new administration. SWOT analyses on this would be helpful as well as strong community and staff buy-in.

Not sure why we need to duplicate efforts for a journalism program when we have Ag Journalism and Communications. My vote would be to invest energy and resources into that program instead.

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Combining Colleges only makes sense if it directly leads to increased collaboration and access to resources. It could work but it should be done carefully. Faculty and staff must have a voice. Essential to this realignment is a lean Administrative model that balances bureaucracy, expediency, and resources stewardship. I do not agree with merging University Libraries themselves into the College of Arts and Sciences as they should either stand alone or be placed with Cushing in Academic and Strategic Collaborations. I wholeheartedly agree a new Department of Library Sciences should be created and its about time Journalism came back. A&M is missing a generation of Journalists and needs to contribute heavily to this space.

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Howdy, I recommend that the Technology Management program should stay in the College of Education and NOT transition to the College of Engineering. There are several distinct characteristics that separates Technology Management and the Engineering Programs. As a former student, I had started in Computer Engineering – the Computer Science track, which is a fantastic design. The courses I took obviously pertained to computer programming. However, as that degree along with many degrees offered in engineering, they do not provide the main difference that Technology Management provides and that is the business aspect. The Engineering programs excel in developing their students' knowledge that pertains to their related field. On the other hand, the Technology Management program does that as well, but also include several HRD and Business classes from Mays. This provides the missing skillset that many IT students tend to not have after graduating and in general. Those HRD courses allow the Technology Management students to understand the business aspect along with conflict management/resolution, how to present in a business world, and being able to be well spoken. These distinct skills are typically lacked in IT individuals, especially in students prior to graduation. I mention this as the difference between Engineering students and Technology Management student because I saw that when I was in CompSci and realized the difference when I transferred to Technology Management. I saw that Engineers were focused on the knowledge and not in presenting the knowledge and the understanding of how the businesses perceives IT. I can see how, on the outside looking in, that Technology Management looks like it fits right in the College of Engineering program. However, Technology Management is very different from Engineering. It is focused on various types of technology and not just specifics—although, students tend to seek and learn more about what they are passionate about on their own. In addition, students in this program can have a variety of skills such as computer programming, instructional IT teaching, and even earning certifications. Which brings me to my next distinct characteristic between the programs. The Technology Management program also motivates and influences their students to learn, take, and receive additional certifications on their own in addition to the degree, skills, internship(s) for which they become extremely markable in the work force. These certifications are not limited to the ITIL Foundations, A+, Net+, Sec+ for which all are looked at as a great starting point in any entry level IT position. I mention this as a former student from the Technology Management program because it is a major opportunity for students to graduate from the Texas A&M University with a loaded resume. Many IT individuals lack the personable skills and avoid speaking publicly and even try to hide behind a desk. Technology Management breaks down that barrier, which is why many, if not all, Technology Management students can speak very well with superiors, colleagues, and have those business skills to be more marketable after graduating. I am not saying that Engineering students cannot do the same, but the program itself revolves around a well-IT student with both business and IT knowledge skills. The last distinction in Technology Management program is that you are required to have an internship at the end of your graduating semester which not only helps students get jobs after graduation but allows them to apply their knowledge and skills that the program has taught, in ordered to be successful. Internships are not required by the Engineering program. Instead, it is recommendation, for which is usually done in the summer. If the program is transitioned to the College of Engineering, I can see the intentions of removing the whole HRD/business aspect from the program itself (which again, is the difference between this program and all IT related programs in the college itself). In addition, I can see that the Program Board will place computer programming classes in the Technology Management program for which would not make sense as the Computer Engineering program is design primarily for that. I recommend that the Technology Management program stays in the College of Education as the program is continuing to improve yearly.

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I do not believe it's in the best interest of one university to follow peer institutions. Journalism is in BIG trouble and I would not let any child invest in the degree at this time. If only honesty could be enforced....to me, the timing of this recommendation is off and in the end, it's not my choice alone.

The Department of Performance Studies was transformed from a conservatory model to an academic studies department at the bequest of the Texas Higher Education Coordinating Board a number of years ago. This change in curriculum and focus came at great cost to the department. Many of the faculty resigned rather than be relegated to a burgeoning (and somewhat obscure) field of study. The number of majors and minors decreased over the years, and what once was a lively and active sound recording studio and black box theatre have all but gone dark. Although I think it would be wonderful to have cutting edge music and theatre departments, I believe our movement on this front might be restricted by entities outside of the university. I would also like the administration to consider whether it is in the best interest of a super college like the proposed College of Arts & Science to lose a core teaching and research center like the Department of Political Science. I was encouraged to see that the department was deemed successful by the review firm, but I think their desire to see that success translate to the Bush School is misplaced. Although both the Political Science Department and the Bush School both deal in politics, this is about where the similarities end. If, after review, the administration feels that these entities should be combined, I would love to see some thought given to bringing the Bush School under the College of Arts & Science.

While I appreciate and desire increased diversity at TAMU, I think the university should not spend time and effort (right now) on establishing a School of Visual and Performing Arts. I think that in the grand scheme of issues that need to be improved at TAMU, or can be improved, this kind of change is least likely to be impactful. In contrast, I believe that consolidating the College of Liberal Arts and the College of Science into the College of Arts and Sciences would be very impactful- negatively impactful. This kind of change will alienate high quality faculty and staff, resulting in attrition. If I were a future student interested in science, TAMU would be less likely to make my short list of schools.

I like the proposals related to the College of Arts & Sciences and the performing arts a lot. I like the idea of bringing back Journalism. The proposals made regarding Construction Science and Visualization make sense to me also.

Incorporating the College of Geosciences into a College of Liberal Arts & Sciences would be detrimental to the mission and vision of Texas A&M as land-, sea-, and space-grant institution. Also, Liberal Arts and Sciences should be kept separated, as these are two very different scholarly branches.

The combination in many of these cases make solid sense. The move of Visualization is an excellent example. Although I can see definite concerns for moving a marquee program out of a college it is clearly an outlier in their offerings and could confuse their mission to those on the outside especially. The Combining down to a handful of colleges has the potential to create similar confusion about missions making it more difficult for students to search out programs that fit them. There are however potential efficiencies that I'm unable to see and are beyond my expertise and perhaps there is an ability to create prop up support for less popular programs as part of larger portfolios. Moving University Studies to being only available through Liberal Arts is less palpable. The market has dictated that customizable degrees are appealing and limiting the only option we have to somewhat mimic this to only Liberal Arts will very likely have negative impacts on recruitment and more immediately retention of students.

Find # 6 brings up the importance of developing "skills in acquiring, evaluating, and using information" and how vital it is that librarians at A&M continue to teach and expand upon our current programs designed to educate students on these skills. However, the recommendation that we go about teaching these skills by developing a new Department of Library Science and offering degrees in that field, is an entirely different issue. By creating a new Department of Library Science, A&M would need to hire a whole new set of faculty members capable of teaching the many different information science classes needed to obtain a degree. While the University Libraries does have faculty members, they are currently all very busy performing other duties that are vital to running a University Library system and do not have the time nor expertise to teach multiple classes. Instead, the University Libraries have a handful of faculty members in the Learning and Outreach department which focuses on teaching information science classes to students. Currently, they only do presentations by request for professors across campus to teach their classes about the University Libraries and basic information literacy concepts. Going off of the MGT report's recommendation of wanting to teach more information science classes, I believe that it would be a great idea to have librarians teach a handful of for-credit courses that focus solely on information science. Students could take these either as electives or required one-off courses as part of a student's "basics" they take in the first year or two of their education. Furthermore, I do not think that the state of Texas needs another Library Science school. To get a job as a Librarian, most hiring institutions require that the candidate's MLS degree be from an ALA-accredited school, and it can take quite a lot of time and resources for a school to become ALA-accredited. There are already three ALA-accredited schools in Texas and I do not believe that there is enough demand to validate A&M creating a fourth school. Within the field of librarianship, there are also not any jobs offered to those with a Bachelor's degree in Library Science; job levels are determined by either a high school degree or

a Master's degree. There are no in-between positions, so it would be unethical to offer A&M students a degree that they could not get a job with. It is also important that the University Libraries remain a college by itself. The University Libraries operate in a very unique way compared to the rest of the colleges on campus and I believe merging with another college could create quite a bit of problems, both personally and operationally. Most other University Libraries of peer institutions also operate as an independent college, so it is not that A&M is doing anything against the grain. While it may appear odd to some that the University Libraries contain both staff and faculty members though we do not teach for-credit courses like other colleges, there are many different reasons why this is both necessary and important. Part of what makes A&M special is the ability to have small colleges who really know their students - I'm sad that this report looks to eliminate this part of A&M. As a staff member who works with struggling students, they often find their place in these smaller colleges, and flourish there!

Leave the library alone. It doesn't need to be owned by one college. This can lead to problems. I can't see the demand for library science degrees. The Journalism department was closed in the early 2000s. I worked in that department and we were frightened about our jobs when the department was closing. If the department is re-opened there needs to be a commitment of resources, equipment and faculty. University Studies majors need to stay in the colleges and not moved into Liberal Arts/Sciences. Remaining in the home colleges gives the students a place of belonging as well as they are known by their peers and faculty. University Studies is a very important major to TAMU. If there were no University Studies many students would have gone to college elsewhere. Construction Science department needs to stay in the College of Architecture. The department is not an engineering program. Moving it to engineering will fracture it as well as the alumni will lose interest in providing support for the program. Many of the Construction science students left engineering to be in the COSC department.

I have concerns about the increased consolidation of areas of study. In particular, the revenue driving areas are lumped together and those that have weaker revenue streams are lumped together under "Arts & Sciences" -- I am concerned that this unit will suffer from decreased funding and that this will relegate these (very strong) academic areas to second class status.

Recommendation 1: Combine LBAR, Science, GeoSci. The rationale for combining these colleges--doing it because our peers do--is the least compelling rationale of anything in the report. What happened to leading by example and fearless on every front? How will a College of Arts and Science benefit faculty, students, or staff? Simply making it larger does not convey any clear benefits. One theme of the report is to streamline to allow units to focus on their core missions, but this recommendation seems to go in the opposite direction by making their mission be all-encompassing and unclear. This will also bring challenges for faculty promotion and tenure processes where people who are unfamiliar with the wide array of disciplines may measure them against the wrong yardstick. The information presented here was unconvincing to say I'm in favor of such a dramatic change. Recommendation 2 & 9C: Establish School of Visual & Performing Arts/Refocus College of Architecture. The arts are necessary to be a world-class comprehensive university, but separating visual arts from the College of Architecture draws artificial boundaries and fails to grasp what the visual arts are about. The school of visual and performing arts would fit more naturally with the College of Architecture because it would keep our core mission intact. What we do in the College of Architecture is to create, design, build, and preserve the material and non-material culture via the built, virtual, and natural environment. For example, the proposed school has a department of art and design, but it is unclear how this department would be distinct from programs already offered in the College of Architecture, most notably the Environmental Design undergraduate degree. The College of Architecture should be renamed to better reflect our mission and to reduce confusion with the department of architecture. Recommendation 3: Establish a department of journalism. There is no information provided about why a journalism program would be successful this time when it has been closed down once before. What has changed to make a journalism program more viable? Recommendation 9a: Reassign Uni. studies to college of arts and science. To refer to university studies students as those "who do not have the qualifications or interest" (p. 36) denigrates our own students, fundamentally misunderstands this population of students, and contradicts the university's own position for the last several years, which expanded the overall UG population and built-up student success programs to support students who struggled to adjust academically. University Studies-Architecture students are highly engaged—100% participate in high impact learning experiences—and have the second-highest starting salaries of any major in the college.

More discussion and factual evidence is needed to support some of the academic realignments being proposed: (1) College of Liberal Arts, Sciences, and Geosciences into a single College of Arts and Sciences; (2) Establishing School of Visual & Performing Arts; (3) Moving Political Science to the Bush School; (4) Relocating University Libraries within a

single college. I do not see an immediate elimination of three administrative structures into one beneficial to the mission of each college affected by the creation of a single College of Arts & Sciences. Merging very diverse disciplines together will require some of the individual administrative structures to remain in place to lay groundwork to move forward. Additionally, better academic assessment is needed for some departments to ensure quality and performance. Love Performance Studies and bringing back journalism. Need to elevate Africana Studies to a department while we're creating and accrediting new programs.

I am concerned with some of the recommendations in this area. If you take Visualization and Construction Science out of Architecture, you remove its anchors. It will eventually collapse the college. Architecture at A&M has an excellent reputation, and I am not sure why we would jeopardize that. I do not think libraries belong in any one college and should remain independent.

I do not agree with the recommendation that the Biology department should be attached to an Institute...structurally departments should be attached to colleges.

Have Academic Innovations/Disability Resources communicate with IT Accessibility to ensure courses have (being to have/be) accessibility and/or Universal Design integrated into face to face and online courses.

Recommendation 2, to establish a school of Visual and Performing Arts - I am strongly in favor of such a creation. It is strange that TAMU is such a big public institution but neglects applied arts in its entirety. Students assume that a drawing class, art minor, or music major would be available at any institution of higher education and have the rug pulled out from under them during their freshman year when they find out, after committing to TAMU, that those options don't exist here. It's frankly baffling that our students have virtually no opportunity to explore the creative arts here, especially when the arts have been shown to be so wholly beneficial to student development.

I support all recommendations.

While adding more emphasis on arts is important, I do not think that we should sacrifice the level of our science and research departments. The science departments work very hard to secure their funding and be at the top in research. I am not in favor of a reduction in administration. I believe there are probably ways to streamline things and make them more efficient, but reducing administration sounds like a lot of people losing their jobs. With the University being one of the biggest employers for the area, the result would be a hurt community.

Overall the plan makes a great deal of sense, particularly the alignment of the Colleges of Liberal Arts and College of Sciences into one College, which is reflective of peer institutions. As a Former Student of the College of Architecture, and having been on faculty in Colleges of Architecture at other two other Land Grant universities, the proposal to move the Department of Construction Science out of the College will have significant financial, pedagogical, and cultural impacts on what will remain of the College of Architecture. The disciplines of the built and natural environment begin with urban planning and landscape architecture, continue with architecture, and culminate in building construction. This is also true of the project lifecycle in terms of real-world application. I strongly urge you to reconsider. I cannot imagine the blow to esteem and reputation of Texas A&M University to not have these disciplines aligned and within one College. Other SEC and Land Grant institutions are not configured in this way for a reason. TAMU needs to keep with traditions on this front.

I do not think combining all academic advising offices is necessary however, I do think that we should all follow the same lead on when to accept change of major applications. This really needs to be in unison! As a General Studies Advisor that often assists students who change majors, it is difficult to strategize when a student should change majors even when they already meet the change of major requirements for that specific major. Some departments will use these dates to only offer a change of major for the next semester and not the upcoming semester. This really causes many students to remain in our departments an extra semester when they shouldn't have to.

The recommendations to incorporate more performance-based instruction in the fine arts goes directly against directives that were given about 8 years ago to focus on the STUDY of performance, not the act of performing. I believe this had to do with accreditation or something, but we did previously have courses and degrees that included more performance elements prior to that. I was a student from 2004-2008 and can attest to that fact because I originally was on track to be a Music major and took performance/practice courses. I am excited about the prospect of the new School of performing arts and a new performing arts center. Although I do wonder how this differs from our current theatre complex in Rudder. Also very excited about bringing back the Journalism Department, although reasons for shutting it down should be reviewed carefully to ensure we are not reliving history and making the same mistakes. As someone who minored in Journalism because I could not major in it, I would have loved to have been able to take more classes



related to Journalism, particularly in page layout and multimedia.

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The programs and departments recommended for addition are needed at Texas A&M. Journalism and Library Sciences are critically needed, and have a limited footprint among universities in Texas. Visual and performing arts would add vibrancy to the college, and the community. Other recommended re-alignments and additions seem reasonable.

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Recommendation to merge the seven Libraries into the newly created College of Arts and Sciences does not make sense because we are a service-oriented organization. We serve every College, not just the College of Arts and Sciences.

Recommendation to create a new Department of Library Sciences under the newly created College of Arts and Science does make sense, but I do think further assessments need to be done. Is it really worth to create a new Department if there is not a high demand for Library Sciences?

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Combining the College of Science and the College of Liberal Arts sends a negative signal that liberal arts are not important to the university. A&M has worked very hard to establish a strong liberal arts program where many of our departments are very well-respected in their field. We will be doing a disservice to future Texan by erasing liberal arts from A&M and once again embracing our stereotype as an engineering-agriculture university. For example, how will the Liberal Arts honor program function in a College of Science and Arts? We will be sending our best liberal arts students to other universities in Texas.

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Recommendation #6 calls for the merging of the University Libraries into the newly created College of Arts and Sciences and the creation of a new Department of Library Science. I believe that this recommendation completely undermines the vision and mission of the University Libraries. The purpose of the libraries is to serve the entire Texas A&M University community. By placing the University Libraries under the Dean of the new College of Arts and Sciences you would be sending a message to the rest of the university community that we only serve arts and sciences. More importantly, our budget would be under this dean and could result in the libraries losing its ability to adequately and equitably serve the entire university community.

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As a former student who graduated with a BA in Communications and a minor in English, I have a strong, favorable viewpoint of the College of Liberal Arts as it currently exists. Making Liberal Arts the catch all for different schools you don't know what to do with doesn't improve the function of the College of Liberal Arts. For example, the College of Science and the College of Geosciences focus on studies very different from the other topics of study in the College of Liberal Arts, so it does not make sense to combine these. Establishing a Department of Journalism may make sense to join into the College of Liberal Arts as would the established School of Visual and Performing Arts (if not being a stand-alone school). Why wouldn't you make the University Libraries part of the Department of Library Sciences if they have similar goals and functions?

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I'm still somewhat new to A&M and I have noticed that due to TAMU, TEES, and AgriLife submitting their research proposals under their respective organizations, overhead reallocation becomes an issue to enhancing collaboration. Faculty have to carefully negotiate their roles to satisfy upper administration goals while maintaining their relationships with their colleagues across campus. My concern is there may be an unintentional decrease in overhead from research as units are being moved to Engineering and Agrilife. Their research projects will go through their DUNS number, which TAMU

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Combine Science and Geoscience and leave Liberal Arts alone. In fact, invest in CLA and elevate the college that provides more courses for ALL students than any other college. It already has the lowest paid professors and staff for the entire university and is often treated as the red-headed stepchild of A&M. This proposed move -- combining, stripping out ECON, etc. -- just shows how little the MGT folks understand the concept of a Liberal Education (a supposed hallmark of an A&M degree), and the fact that upper administration would seriously consider this move, shows that they are also uniformed and uninterested in anything beyond STEM and \$\$\$\$\$. Also, do not put all of HLKN into Public Health. What financial sense does it make to take a program with 298 undergrads (Fall 2020) and add to it over 3000 students (1200 Health)? Can they incorporate that large of an influx of students without the students' education suffering? What about the parts of HLKN that do not "fit" under the Public Health umbrella -- Kinesiology & Sport Management degrees, the PEAP courses? How will this affect the faculty, staff and students in those departments? Do not waste the money to establish a School of Visual and Performing Arts. This was already tried and got the University into trouble. Go ahead and expand Performance Studies by adding Visualization and Dance Science, but establishing this type of degree costs a LOT of money and is very expensive to maintain. Is it going to be expected to be self-sustaining? How will it be financed and who will have to "suffer" for this. Do we not already have a Journalism degree under COALS? Take the Journalism minor out of COMM and move it there. The Journalism major was

discontinued due to a lack of numbers. I can't see that the University can support two extremely similar degrees. Leave the Libraries alone. While adding a new degree is admirable, to put the Libraries into a College undermines the mission of a Library which is to be an outside-the-college resource for ALL students, regardless of their major.

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The library does so much for students and just moving it under a college does not make any sense. The library is a leader in many different technological initiatives within the state, country and worldwide. Movement of the Library staff and faculty just for the sake of a new department and degree would severely harm the ability to maintain leadership within initiatives.

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This is the area of the report that needs the most evidence to back up the radical restructuring they propose. Unfortunately, there doesn't seem to be very much at all. First, let me address the idea of combining the Liberal Arts, Geosciences, and Science together into one college. As stated by the report, a "larger college structure creates a stronger advocacy for the liberal arts education at a STEM-focused university," but the following sections fail to provide any tangible ways in which this merger would improve advocacy for the liberal arts. What will the leadership of the college look like? Will a certain number of seats in the college administration be reserved for the liberal arts? But let me talk about the libraries. It is not encouraging to me that this report clearly misunderstands both what a university library is and how our libraries function. The libraries at TAMU cover a broad range of disciplines, with faculty that specialize in archives and special collections, medical science, agriculture, and economics. Moving the libraries under the heading of "liberal arts and sciences" could bias the library towards serving the needs of just one college instead of the entire academic community of TAMU. Any real or perceived bias might very well discourage students of other disciplines from seeking out the libraries. This move may also erase much of the technical knowledge that our librarians possess in fields other than the liberal arts and sciences. But our library doesn't just support students and the academics of other colleges; our faculty members perform their own valuable research. Like faculty members whose primary role is in running research labs, our library faculty members do valuable research and specialized tasks to build and maintain a vast collection of knowledge. The report singles out the service function of the library, while ignoring the academic achievements of our librarians. For example, Rebecca Hankins is a renowned and nationally recognized expert not only in the subject area of Africana studies, but also by the Society of American Archivists. Her archival work has been vital to countless research projects, building the university's collections, and increasing the reputation of the university. She is a valuable and treasured asset to this university, but like many of the librarians on staff, much of her knowledge is technical and specific to the work of being an archivist: a niche field that wouldn't translate well into an undergraduate course. And speaking of undergraduate courses, a bachelor's degree in library science is not very useful in the field of librarianship. Most technical positions require a Master's in Library Science, which is a more strenuous degree plan that would require accreditation with the ALA. I find it curious that the report identified OU's library program as a peer institution, when it ranks very low nationally for library and information sciences. A better comparison for TAMU's academic ambitions would be UT's library school, which is ranked 5th nationally. In fact, Texas already has several library schools that rank in the top 20 nationally, and despite their good standings, enrollment is down across the board. UT's Admissions and Enrollment data for the School of Information shows a class size of around 100 students, and while enrollment figures for North Texas and Texas Woman's are higher, they also are less competitive. Why would TAMU expend so much money to enter an already over-saturated market? Especially because the university would have to spend years chasing accreditation and building a reputation. Overall, I believe implementing Recommendation #6 would be a massive and costly mistake.

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I do not feel that the report considered all of the negative consequences of combining Liberal Arts, Science, and Geosciences. In Geosciences in particular, students often choose to attend Texas A&M specifically because we have an independent College of Geosciences. Also, combining colleges with largely different views of knowledge and knowledge production does not seem like it would be conducive to "elevating Arts and Sciences" at TAMU. A more likely scenario is that such a move causes infighting among constituents for resources, leadership positions, etc. leading to the university potentially having a poor reputation among potential new hires and future students. The report cites "Peer" institutions, but the institutions that are most similar to TAMU in scope, size, and function operate with separate colleges of Arts and Sciences (i.e. Clemson, Michigan State, Penn State, Purdue, Virginia Tech).

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I'm not so sure about merging Technology Management with Engineering Technology. You can even argue that it bears some resemblance to May's MIS program since it has business minor courses. I think one of the reasons why Technology Management is popular is because it has a lower cost of entry. Moving it to Engineering would scare students away who decided Engineering was not a good fit for them.

I am not sure why MGT did not touch on college of engineering?

Bringing back a true Journalism curriculum must also mean the return of Broadcast Journalism in a technologically advanced society. KAMU, 12th Man Productions and all digital aspects of campus should be aligned as part of a larger communications center. This should be an area centrally located on campus and visibly obvious as a technology platform of large-scale digital production of live and post-production classroom educational opportunities. Live Events, television/streaming shows, content-driven storytelling (documentaries) and hands-on practical experience with real-world application will be a game changing aspect of the student experience at Texas A&M. Every aspect of the digital experience can be addressed and taught: videography, editing and state of the art sound stage production, media for practical classwork that involves audio, lighting, staging, engineering, 3D and motion graphics creative, as well as live event production control room classes to teach the craft of broadcasting in the 21st Century. KAMU's platform is the obvious outlet for distribution of content and events for the TAMU School of Visual and Performing Arts. The home for student productions created by students in Visual Arts and produced by students at KAMU and airing on KAMU can be leveraged not only for a local audience but also a statewide distribution platform with options to distribute nationally via public and commercial media entities. KAMU's large post-production spaces will maximize the storytelling abilities of the best students to help create documentaries on A&M's culture and earn academic credit for their efforts. Combining Liberal Arts, College of Science is appropriate and much needed for a public institution of our scale and influence. Establishing a School of Visual & Performing Arts, relocating the Viz Department and creating a true Department of Journalism are aspects where Texas A&M should lead. Please consider a structure combining all the available elements in a formidable (and existing) TAMU arsenal: KAMU, 12th Man Productions and the Visual & Performing Arts School. It's a rare opportunity to bring all aspects of content creation together to create an approach unparalleled in American higher education – serving our burgeoning student creative population while creating a storytelling hub that is unmatched. The two key components should be KAMU and 12th Man Productions, as both are equipped for storytelling in the 21st Century. 12th Man Productions and KAMU have the linkage (in both physical proximity and a common storytelling vision) to benefit students in a way no other school can. Currently, students working for 12th Man Productions get unrivaled experiential learning in broadcast live event technical and production, yet do not do so in an academic setting. KAMU has begun offering the same opportunity over the last couple years. In both areas, students are prepared for full employment in national networks, similar to what our Viz students get – but without fanfare (no one seems to understand this is happening).

I have had an association with the Technology Management program since 2009. The roles that I have filled with the program include online course support, learning space engineer, instructional designer, curriculum developer, and adjunct instructor. I could provide and did write a relatively complete history of the program, but it is best to focus on the program beginning in 2013. In 2013 plans to revamp the program began under the leadership of Dr. Fred Nafukho, EAHR Department Head, and Dr. Becky Carr, Assistant Dean for Finance and Administration. The goals of the program overhaul were to increase the rigor of the curriculum, build an on-campus facility dedicated to the Technology Management Program, and recruit students directly to the program rather than rely on transfer students. The restructuring of the program was also seen as benefitting more widespread efforts to recruit and retain first-generation students and students from traditionally underrepresented groups and address the goals of the Texas 60 X 30 plan. NOTE: the Texas 60 X 30 plan was not officially released until 2015, but much of its direction and content was known during this time. In the fall of 2013, three rooms (two classrooms and one large shared office) were identified as spaces that could be combined to create one large facility for Technology Management. I was charged with creating a learning space that had a "wow" factor and supported many teaching styles. At this time, TCMG students took their technology-intensive courses at Blinn, which meant that the college lost the bulk of the revenue from these courses. We wanted our students to have an on-campus home they were proud to showcase to others, and we hoped that this space would attract top faculty members. The chosen design allowed active learning techniques to be easily employed as it encouraged "hands-on" learning opportunities. The Technology Management lab opened in the spring of 2015. During the renovation of the learning space, one full-time faculty member was hired to lead the program. Several highly qualified potential adjunct instructors were identified and consulted on curriculum changes. The goal of the curriculum changes was to emphasize the human intersection with technology which would clearly distinguish Technology Management from other programs at Texas A&M University. TCMG graduates would have the knowledge and skills for careers that helped others utilize technology resources. The reworked curriculum also emphasized the importance of certifications in technology fields. Technology Management students had the opportunity to either start or complete

certifications in the following areas. ITIL (Information Technology Infrastructure Library) Foundation Certification Project Management Professional CCNA (Cisco Certified Network Associate) Microsoft Certified Trainer Google Cloud Management The changes with the program in conjunction with the full utilization of the Technology Management lab led to program growth. The lab capacity was expanded from 32 to 48 students during the summer of 2018. Another positive trend that was experienced during this time was the growth in the percent of first-generation students and students from traditionally underserved populations. This percent increase was particularly impressive when comparing the percent of these populations in technology-related industries. The fall of 2018 brought changes to the Technology Management Program. A new department head was already in place, and several new faculty were hired due to faculty departures and program growth. There were curriculum changes during this transition which I believe were not beneficial. The most significant change was moving away from the "hands-on" learning experience in favor of virtual experiences. The department head at that time supported these changes, with the justification being that "hands-on" experiences projected a "trade school mentality" that was not appropriate at an R1 institution. Further, the opportunity for students to earn certifications during the program diminished with a similar justification that certificates evoked "community college programs." All equipment necessary for gaining first-hand experience and earning certificates was removed from the lab, and it is basically a standard computer lab now. The curriculum was also changed, which shifted the program's focus from the human interaction with technology to managing virtual applications and systems. For example, before this change, students in TCMG 272 learned skills necessary to operate an IT help desk, including basic troubleshooting, communication skills, developing support documents, understanding accessibility needs, documentation, budgeting, and a brief introduction to IT project management. TCMG 272 is now a coding and programming class. This change is indicative of other changes which blurred the distinction of TCMG with other programs on campus. In my opinion, the most accurate description of the current program is "computer science and engineering lite." To sum up my feelings on whether or not TCMG should be a part of the College of Education and Human Development or possibly move to Engineering Technology, I believe that TCMG should move to Engineering Technology if it remains in its current form. The program no longer has the unique characteristics that it had from 2015 through 2018. The lab will soon require updates which I am not sure can be justified since it is not being fully utilized. In fact, the former department head suggested that the lab should be moved to a smaller space or decommissioned altogether in favor of creating a "traditional" classroom. If the program remains in CEHD, it must go back to emphasizing the unique characteristics that brought it a brief period of notoriety and success from 2015 - 2018. If TCMG moves, perhaps CEHD could offer a minor focussed on those unique experiences that center on human experience with technology.

Page 30-31, 36 and 125: The College of Veterinary Medicine & Biomedical Sciences has strong collaborations with TAMU Health Sciences Center (including the Dept. of Neuroscience and Experimental Therapeutics), as well as institutions such as M.D. Anderson Cancer Center, Baylor College of Medicine, and others. The Biomedical Sciences undergraduate program is a leader at TAMU in attracting students interested in veterinary medicine, as well as the medical professions supporting human medicine. Additionally, BIMS educates students interested in biomedical innovation and discovery through, for example, the Biomedical Research Certification, and global service through the International Certificate in Cultural Competency and Communication in Spanish (Spanish Certificate). Furthermore, the College of Veterinary Medicine & Biomedical Sciences has an Assoc. Dean for Global One Health, acknowledging the role of colleges of veterinary medicine in translational medicine and human health, in addition to animal health. The report relies heavily on the pre-veterinary aspects of BIMS. How will the One Health aspect of the BIMS education be maintained, should it be moved to an Institute of Biological Sciences? The management report places the Dept. of Biology and the Biomedical Sciences Program together in an institute. Given the foci of the biological sciences on campus, would the vision be to also include public health, allied health, biochemistry, nutrition, entomology, animal science, etc. together, recognizing the interconnectedness of these disciplines to one health? The Biomedical Sciences Program, in part, thrives because it is a program under the Dean's office, rather than in a department. Unlike moving specific departments, as recommended elsewhere in the report, the BIMS program is taught by faculty in five departments, many of whom teach in all three levels of education within the college. This fact is a recruitment point, and major strength/difference, as compared to other biological sciences programs. While the report compared biological sciences at other campuses with colleges of veterinary medicine, it did not compare our undergraduate program to the only other college of veterinary medicine with an undergraduate BIMS program: Colorado State, or similar programs in colleges of medicine: The Ohio State University and Marquette University. How will the faculty that teach in the undergraduate BIMS program be assigned to departments, given teaching loads, and assigned resources (example:

laboratory space for the BIMS cornerstone courses with laboratories: Biomedical Anatomy, Biomedical Physiology and Biomedical Microbiology), etc.? How does movement to an institute change the educational paradigm for BIMS? (vs. other in-state Biomedical Science majors at Texas A&M Corpus Christi, Sam Houston State University, and UTRGV, or other biological sciences majors) The report refers to facility renovation for the biological sciences institute. Please see the above comment about resources, given the CVMBS has state-of-the-art teaching spaces. The report addresses the idea of a biological sciences meta-major. ("A unified biology program with tracks.") The biomedical sciences program, biology, neuroscience (two areas of concentration between the College of Science and the College of Veterinary Medicine & Biomedical Sciences), molecular and cellular biology and zoology, do not fully encompass the depth of biological sciences on campus (see above), which also include animal science, entomology, etc. What is the vision for the institute to include other biological sciences? Could intercollegiate programs such as exist for genetics and toxicology, as well as institutes such as TAMIN and Borlaug be more appropriate models? Could a biological sciences meta-major be envisioned with centralized advising for lower level/FTIC students and then choice of a major, rather than tracks? I have a concern that moving only Biology and BIMS to an institute does not facilitate moving students between tracks or majors as students explore their talents through the college experiences. Based upon the modeling, where would the undergraduate advising office for the College of Veterinary Medicine & Biomedical Sciences be housed? Where would the undergraduate student fees/differential tuition relocate? The Associate Dean for Undergraduate Education is part of the dean's executive staff in the college and is not ad-loc'd to a specific department, given the interdisciplinary nature of the major. As such, the advising office is also part of the dean's office, rather than an individual department. How would development (scholarships, etc.) be affected for the undergraduate majors in the biological sciences? BIMS, in particular, is a 50-year-old program with strong ties to the College of Veterinary Medicine & Biomedical Sciences. Is there a development plan that could be in place, should a move be made? University Studies is addressed elsewhere. However, the report does not address the neuroscience undergraduate degree. What is the vision for these students? (Page 36, Recommendation 9) The university studies degree has concentrations in each college. Does the vision of moving the major into a single college change the goal of the degree? In addition to being able to put various combinations of areas of concentration and minors together, the degree plans make available the faculty expertise and college experiences of the individual colleges in which the areas of concentration are housed. Would administration of the degree from a single college detract from this? What is the vision for the advising structure, given the need for ties to various departments on campus? The report refers to the university studies degree as having students "who do not have the qualifications or interest to enroll in a college degree program." I do not believe this is inclusive of the scope of students in these areas of concentration, many of whom are academically strong, honors-level students. (page 36 #9b): Please see above with respect to the interconnectedness of the teaching in the CVMBS. Would removal of the Biomedical Sciences Program lead to duplication of efforts, teaching facilities, etc., if the program is to remain fundamentally the same?

Recommendation #6 states that the University Libraries are to be moved to a newly-created College of Arts and Sciences and that the head of the University Libraries is to be given the title of Associate Dean. This recommendation is contrary to the consultants' own statement in the Library Peer Institution Review section of Appendix 3: "In a review of fifty land-grant universities, the chief administrative leadership of university libraries is heavily represented by deans or titles with Provost." Placing the University Libraries within the College of Arts and Sciences implies that the Libraries only serve that College and not the University as a whole. The report also recommends that the current faculty-librarians of the University Libraries teach library and information courses as well as serve as faculty in a new academic Department of Library Science that offers degrees in these subjects. Universities with existing library schools are not organized this way with faculty serving dual roles, including the consultants' own example of the University of Oklahoma (OU). It is true that the OU School of Library and Information Science (headed by a Director) is within the College of Arts and Sciences and the School does teach academic courses in the subject areas contained in its name. However, faculty in the School are not involved in the operation of the OU University Libraries. Instead, the University Libraries are headed by a Dean with faculty of their own, functionally and administratively separate from both the School of Library and Information Science as well as the College of Arts and Sciences. A peer institution within the state of Texas is The University of Texas at Austin (UT), whose School of Information is the academic unit teaching courses in library and information sciences. Similar to OU, the UT academic unit is also physically and functionally separate from the UT University Libraries. The UT School of Information is headed by a Dean while the University Libraries are led by a Vice Provost. As for A&M creating a new degree-granting department in library science, three American Library Association-accredited programs already exist in the state of Texas. The report did not mention any studies or analysis supporting

the feasibility of successfully recruiting faculty and students for a fourth such program in the state.

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Pg. 30. Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. Would this move include the Biomedical Sciences programs at the College of Dentistry? Pg. 31-32. Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences. 1. Would this include university libraries already affiliated with other colleges in the university such as the Medical Sciences Library, the Baylor Health Sciences Library, the TAMU Galveston Library, or the Law School Library? 2. Not all librarians in the University Libraries have faculty status and even those that have faculty status may not be used to teaching, especially teaching a full college-level course, rather than basic one-on-one or single classes. 3. There is a suggestion in this finding/recommendation that a BA in library sciences should be created. The reason there are not many BA in Library Sciences programs in existence is that they do not lead to job opportunities in the library field. All librarian positions require a master's degree (MLS, MSIS, or MLIS) and usually 1 or more additional degrees in another field. Students graduating with a BA in Library Science would not be eligible for positions in their field. This type of program would be a waste of their time and money. I think you should just integrate Information Sciences undergrad courses into already existing degree programs and not add a full undergraduate degree. I think there are plenty of other programs that money and effort could go towards that would be worthwhile and have more growth potential than a Library Science BA program. Anyone with any knowledge of the library science field would know that a BA program is a worthless endeavor. That said, a PhD program might be worth discussing with the ALA Office of Accreditation. 4. There is also a suggestion to create multiple learning commons in university library spaces. Would this include the university library spaces in Galveston, Qatar, Ft. Worth, and Dallas? Pg. 33. Recommendation #7: Implement recommendations from the Texas A&M Health Administrative Organization Structure and Budget Assessment To the best of my knowledge staff did not have an opportunity to comment on this report. Will Texas A&M Health students, faculty, and staff be given the opportunity to respond in any way to this report? Pg. 34 - 35. Improve research organization at TAMU-Health. Grow interdisciplinary basic and translational research within Texas A&M Health and in collaboration with health-oriented researchers across Texas A&M with an emphasized imperative of building capabilities for clinical research and commercialization. This section does not address research from Texas A&M Health being done outside of Bryan/College Station and Houston. Does this include the research at the College of Dentistry?

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I believe the Academic Realignment section contains both positive and extremely negative recommendations for the university. Positive: - Creation of a School of Visual and Performing Arts: I believe it was a critical mistake of former Texas A&M administrators to gut these departments and degrees in the last decade, and it would make me proud to see them return to campus in an even larger role within the College of Liberal Arts. It also make much more sense to house Visualization within this school, rather than in Architecture. - Establish a Department of Journalism: This is another fantastic idea that the report brings forward. I believe it was a mistake for the university to do away with the department in the past, and that has resulted in Texas A&M falling far behind its peers who put emphasis on journalism. - Refocus the College of Architecture on Architecture and Landscape/UP: This is a fantastic idea and streamlines the college while focusing on the essence of their purpose. Negative: - Combination of the College of Liberal Arts, the College of Science, and the College of Geosciences to create the College of Arts and Sciences: I believe this is the reports largest error and would harm students and lead to much frustration among faculty/staff. I work daily with students across the university and I consistently hear members of different colleges sharing very different opinions of the university. Engineering students believe they are just a number and that the university doesn't care about them as individuals, while Geosciences students (for example) believe they are valued and love their experience at TAMU. The main contributing factor to this is the size of their college and how the university manages that. The other glaring issue with this is that it combines departments, majors, buildings, and areas of campus together that have no relation to each other. I believe the report is incorrect when it states that this will create stronger advocacy for Liberal Arts, but it does seem clear this decision would be made for "cost savings." I implore Texas A&M leadership to rethink this. Having more, distinct colleges leads to closer knit communities, deans who are less overwhelmed than a single dean leading 100+ majors, and students who don't just feel like a number at such a large university. - Merge the University Libraries into a college: Reading this recommendation makes me believe that the writers of the report didn't fully understand what the Texas A&M Libraries is, exists to do, or how they are structured. I believe they should exist fully outside of any college and maintain their own dean. The Libraries is home to general libraries for all majors, a library specifically for Medical Sciences, and one for Business students. First of all, the libraries do much more than is entailed in this report. Secondly,

while I believe a Library Sciences degree (like UT has) would benefit Texas A&M, but could exist without this reorganization. It is also confusing that Texas A&M would offer a bachelor's and Ph.D. in this, but not a masters. This in addition to the redefinition of position titles could all be achieved without reorganization of the Libraries, and comes across sounding like these recommendations were all determined after deciding that the Libraries should be placed under a specific college. This recommendation as a whole disregards the great collaborative model University Libraries employs, the fact that the Libraries are used by students of all majors, and any risk that this recommendation could result in. It feels like a reduction of the Libraries to save money and employ one fewer dean.

Reading the MGT report I can see the benefits of the proposed academic realignments. I am especially excited for the creation of the school of visual and performing arts. I believe it would be a great benefit to the university and the state of Texas because if you want to study fine arts in Texas you only have two options, University of Texas and barely University of Houston. However, before resources are given to the development of this initiative we should focus on the undersourced resources of current programs. I do believe the comments collected during this session will be important but before any academic realignment is completed, I think a deeper dive needs to be conducted into each of the proposals within the MGT report to ensure they are truly viable or if they make sense at the university.

None at this time

Makes sense. I know LSU went through a similar consolidation.

Again, I support the idea of creating a more balanced Texas A&M.

This is asinine. Since when do sciences have anything to do with the arts? Implementing this recommendation would damage TAMU's reputation as a school where STEM is a high focus. Science is science, and arts are arts. Like oil and water, this should not happen.

Combining Geosciences with Science makes complete sense. Combining Liberal Arts with Sciences would create a behemoth that the needs of individual students would be lost in. Bigger isn't always better. Visual & Performing Arts is a good idea; this is an area we are weak in. And it makes sense to move Viz to this area and even expand this program if possible. Increasing the size of the Journalism department is also needed. Moving Political Science to the Bush School makes sense, but moving International Studies there ignores the other "tracks" that these students can choose from, for example international business. Construction Science should remain firmly rooted in Architecture. They are not a fit for the College of Engineering; this would not serve anyone well. It makes sense to get all of the biological sciences together under one roof, and the College of Science makes the most sense.

I do not think it makes sense to recreate a Journalism Department for the few number of student it would benefit. This was the reason the Journalism major was discontinued a number of years ago. Additionally, we have an Ag Communications and Journalism degree that could serve the same purpose that already exists.

I am baffled by some of the recommended consolidations. I would defer to faculty, staff, students, and leadership in those colleges affected by these recommendations.

Recommendation #6: Merge the Libraries with a newly created College of Arts and Sciences. Response: MGT Consulting does not understand the role of academic libraries (or librarians). I am hoping that Dr. Banks does. The A&M Libraries support academic success for EVERY student in all majors. It is more than just a building to study. A&M Libraries' librarians teach information literacy sessions to thousands of students each year. Perception is reality. For example: I spoke with an electrical engineering student last week and told him of the recommendation to move the Libraries under the College of Arts and Sciences. His response: "Does this mean that engineering won't have access to the library anymore?" And he was a sophomore. How confusing would that be to a freshman?! Rationale #6: Creation of Dept of Library Sciences. If this happens, I'm glad that Mr. Sterling C. Evans won't have to witness this. He did so much for not only A&M but for the University Libraries. He donated the majority of his estate to make the libraries better. He created the Friends of the Libraries and was the first president. He championed libraries because he knew that the library is the heart of all institutions of higher learning.

I am excited to hear about the recommendation for a Department of Journalism. Although I support investing in a Small Animal Hospital, focus should still be placed on Large Animal practice as well. As stated in the report, a USDA report emphasized the need for Large Animal Veterinarians.

Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. As a former employee of Liberal Arts, and former student, it was extremely difficult to compare our

college to other institutions. Texas A&M is STEM heavy and the current structure prevents collaboration between the arts and sciences. Combining these colleges would lead to more collaboration and shared services, especially those in the advising community. This was not mentioned in the report, but the office that assists students with the change of major process is typically handled in this organization as well due to the high volume of students changing their major from a science-based program to one in liberal arts. This reflects on the need to pull all university studies programs to this one college as well. Recommendation: Establish a Department of Journalism This department was home to over 970 majors back in 2001. In two years the college closed the program. Telling a story/viewpoint is one of the most important skillsets in today's society. Why did the college never support re-establishing this degree program?

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I think the academic realignment proposed is great. I always thought it was strange that the Department of Brain Sciences was not in the College of Science.

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My comments are in regards to comments made under Finding #5. Firstly, I found that the comments made about the Department of Biology were either vague, untrue, or both. 1. "...there is a perception that the current Department of Biology is underperforming and there would need to be a significant investment to bring the productivity to an acceptable level." This section is particularly problematic. No description of the metric used to make the determination of "underperformance" was provided, so this seems to be an assessment that is, at best, hearsay. Mere perception is not sufficient cause to justify the conclusion, and I see no hard statistics that indicate that the department is anything but exceptional. My time in the department of biology has revealed nothing to me, excepting that the research is well-funded, the research is highly productive, and that the undergraduate students are receiving a rigorous and complete education. The funding that the department brings to the university is more than adequate. Moreover, as the department continues to hire talented and capable individuals during its expansion phase, it will continue to establish itself as a top-tier program in the country. 2. "Most peer institutions do not have a stand-alone biology department, but universities do offer microbiology and other specialized biology programs." I am a bit perplexed by this statement. In fact, I went through the list of Peer Institutions provided in Appendix 3, and through simple Google searches, found that 75% of these institutions have thriving and successful departments of biology, biological sciences, or related: Michigan State University Department of Integrative Biology North Carolina State University Department of Biological Sciences University of California, Berkeley Department of Integrative Biology University of Florida Department of Biology University of Michigan Departments of Ecology/Evolutionary Biology & Molecular/Cellular/Developmental Biology University of San Diego Department of Biology Clemson University Department of Biological Sciences Duke University Department of Biology Pennsylvania State University Department of Biology Purdue University Department of Biological Sciences University of California, Davis College of Biological Sciences University of Georgia Departments of Biochemistry/Molecular Biology, Cellular Biology, Genetics, Microbiology, and Plant Biology University of Maryland Department of Biology University of Minnesota College of Biological Sciences Virginia Tech Department of Biological Sciences Thank you for your time and consideration.

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Bold. Innovative. High-risk/High-reward. Should many of the vision aspects be decided to move forward, I would encourage strong consideration for the intentional plans that would support sustainable growth for such action. For example, merging multiple disciplines and programs may join in name only. Creating environments that encourage discipline integration is necessary from a funding perspective, as well as where the world is going for future graduates at all levels. Degree plans are impacted. Curriculum/Programs are impacted. Accreditation is impacted. Collaborations are impacted. Who and how can contribute to resolve, address, and ultimately grow this bold environment? I believe it can be done but stress thoughtful and deliberate design, rather than quick action.

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This is just another PR piece as the top power structure at A&M is too tightly linked with the current dominant conservative rulers in the Legislature who appoint the Board of Regents. I would bet consultants were directed to get rid of the term "Liberal Arts" and this is the result. The realignment shows the total lack of understanding of how various academic disciplines are defined and how they differ. The consultants appear to be either failed academics or don't care enough to obtain the necessary background to do a thoughtful design. Other universities have also read the report and have already started to send letters of job offers to top academics in the altered departments. If you want take A&M backwards to where it has a academic standing far below UT the realignment is a terrific way of accomplishing that task.

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Although it may be difficult because the vast majority of university professors are not just left of center, but increasingly extreme left, I think A&M would stand out to many seeking a balanced education if more faculty that was center and right of center were hired. A&M is unique, but will not remain so if it just "follows the crowd."



Finding #7 – Agreed relationship between TAMU Health and TAMU are bureaucratic and just confusing. When following standard rules of even merit implementation, we are advised by Health to follow TAMU rules only to find out they fund and approach items differently, and sometimes schedules end up being a little different. I hope the recommendations include complete uniformity. Under the Finance and Business Administration org. chart there is a box for HSC, which doesn't seem to help in resolving the ongoing issues and mix of communication.

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Placing the Libraries under the College of Arts and Sciences will result in the Library no longer being able to maintain its mission of providing services to all colleges equally at TAMU. Over time the natural tendency will be to keep those closest and in your direct reporting lines happy. I can easily see the College of Arts and Sciences getting more specialized attention while other colleges suffer.

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I support the suggestions in the report

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This may need some adjustments but too much consolidation may

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I feel strongly that HLKN needs to be its own school or college under the Health umbrella versus added into another college.

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I read that one of the recommendations is to place the University Libraries under the proposed College of Liberal Arts and Sciences. The University Libraries should not be relegated to just one college. The Libraries are a unique hub that serve the entire campus. Placing it under a specific college and then creating a Department of Library Science when there are already three to four successful and well-known competing Library Science Schools in the state of Texas is ridiculous.

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Recommendation #1: NO, I do not think that combining the Liberal Arts and Sciences in a single college is really possible: students, faculty and staff and specific domains and interests are too different or even antagonistic in between these two entities. YES, combining Sciences and Geosciences in a single college could be done in my opinion.

Recommendation #3: Establish a Department of Journalism: YES Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences: NO, libraries are not properly speaking neither arts nor sciences. Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning: YES.

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I hope and pray that Texas A&M will one day "establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts." I strongly believe it will attract a wonderful, talented, and diverse set of students and thoughts from across the country and the globe as well as be a positive addition to the Aggie community and the great state of Texas as a whole. I have promised myself that when TAMU opens a School of Visual and Performing Arts, my goal is to be that college's first student.

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I concur with the recommendations of the study

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Recommendation 1 and 2: I agree with these options, and although it would be sad to see Visualization leave ARCH, I think it would be a great opportunity for the program to grow. The one thing I would note for this is that the main Graphic Design offerings at TAMU are through the Art minor in the Department of Visualization. These classes have not been available to students as much in the last couple of semesters, but there was always a lot of interest in Graphic Design, both during my time in ARCH and in ENGR as well. I would recommend either 1.) Growing the Art minor or 2.) Offer a Graphic Design track within Visualization separate from animation/game design to further serve students interested in this profession. Recommendation #3: Going back to my undergraduate experience, I changed majors from Telecommunication Media Studies in the Department of Communication to Agricultural Communications and Journalism in the College of Agriculture, because instead of communication theories, we took writing, editing, PR, magazine, radio, basic design for the Adobe Creative Cloud, had internship connections with the Houston Livestock Show and Rodeo, and a lot of scholarship options in the department. While there was not a Journalism degree while I was an undergrad, I believe many students interested in different areas of Journalism find AGCJ a great option to gain Journalism skills at TAMU. For Recommendation #4, I definitely agree with growing the Bush School and it's connection to the Department of Political Science. For Recommendation #5-#8 I don't believe I have enough background knowledge of these programs to form a meaningful opinion. For Recommendation #9a, I disagree with this recommendation for two cases in particular: University Studies in Architecture and University Studies in Business. Both of these majors allow students who transfer with higher numbers of hours, lower GPAs, or diverse life experiences such as being a non-traditional student with a family, etc. an opportunity to earn a TAMU degree with a concentration in the career areas they are interested in.

Whether they were not doing well in the first major they were in, weren't accepted to a first-choice major, needed more of their transfer hours to count in an elective section, or simply wanted more choices for coursework than more restricted degrees provide, the University Studies degrees serve a strong purpose on campus to many of our students, some who may not have completed their degrees if it weren't for these programs. Recommendation #9b I don't know enough about these programs. Recommendation #9c: As a former advisor in ARCH, a current advisor in CVEN, and the older sister of a COSC graduate, I disagree with moving Construction Science to Engineering. My reason is simple: Construction Science students do not want to be engineers. As one of the best veteran-serving majors at Texas A&M which even includes an accelerated program, this major cannot be funneled through General Engineering Admissions and remain successful. The students who choose COSC do not want to take the first year of Engineering courses. PHYS 201 and MATH 140/142 prove challenging enough for the jobs they want, and based on the job placement for these students after graduation, this model is working. For many students I met in this program, including my brother, they love construction project management but would have never submitted an application to the College of Engineering. For #9c I do not have enough knowledge of these programs to form a full opinion.

As a former student, class of 1993 and liberal arts major, combining liberal arts and the sciences into one gigantic college feels like a step in the wrong direction. Just based on personal experience, back in the 90s I felt lost at this large University and could have used more individual attention as a student. Making the college even larger might increase our stature on a list of the largest colleges. My question is, should that be the priority? I worry about the impact on individual students by turning an already large college into one this massive and that students like myself will get lost in something like that.

The College of Liberal Arts and the College of Sciences are relatively large and individually unique. I do not agree with consolidating these colleges. I can agree with consolidating GeoSciences with the College of Sciences.

Is the goal here to "do what they do?" or are we really hoping to actually save money? How much savings will be eaten by the merger process itself? It seems this is a case of "doing something" and doing "what those guys do" seems to not be a goal in itself. Is adding new programs for Dance, Vocals and Performing Arts really in line with the intention of a school known for its Mechanical and Agricultural base? Is the community served, and in that the money the community spends, best served by trying to duplicate the efforts of other schools? You have finite money. How many slices can you add to that money for new functions that are not part of the school today? How is the school benefited by adding yet another place to spend money. Are we better served by doing "what we do" better than doing things we have not done before?

In my opinion there is no need to make changes in the academic structure and realignment. However, new faculties and/or departments may be established as necessary

None

The rationale to combine colleges appears to be sound, however I disagree with combining Liberal Arts, Science and Geoscience colleges. It makes more sense to combine Science, Geoscience and Biomedical Sciences. Moving Visualization out of Architecture is a HUGE mistake. Providing more funding and space resources to Architecture make more sense. I agree that the creation of a School of Visual and Performing Arts is a good idea, but this should be housed within the College of Liberal Arts. YES, establish a department of Journalism, fantastic! This will pair well with the School of Performing Arts in the College of Liberal Arts. A new Institute of Biological Life Sciences should be housed within the College of Science. Once again, I disagree with combining Liberal Arts, Science and Geosciences. A new Dept. of Library Sciences should be housed under the College of Liberal Arts, which should NOT be combined with Science and Geoscience. I totally disagree with only offering University Studies within Liberal Arts. University Studies is an important program for transfer and re-admit students who show promise and for academically struggling students. This major should be available in Liberal Arts, new expanded Science, Business and Architecture. Removing Construction Science and Visualization from Architecture is a mistake. Architecture has created and built Visualization into a star in A&M's crown, it should be left in the hands of the college that built it from the ground up. Additionally, Construction Science is not a major that should be included within the College of Engineering. This appears to be an effort to create opportunities for Engineering graduate students earlier and does not benefit students. I agree with moving Health and Kinesiology to the School of Public Health. Technology Management does not belong in Engineering, this major should be moved to the expanded College of Liberal Arts.

When it comes to the recommendations regarding Performing Arts, TAMU used to have dedicated Music, Theatre, etc. programs. The issue that arises with these types of programs is the lack of a need for performers. Henceforth, the

department of Performance Studies was created that put an emphasis on research as opposed to being a performer. I am currently a staff member at TAMU, but before that I was an Undergraduate Student within this department. While I have always been of the opinion that people should invest more into the arts, there is a reason why many of these departments are smaller. There is not as much of an interest at this school in the arts. People come to Texas A&M University for programs such as Engineering, Agriculture, etc. not for Dance, Theatre, Music, etc. I'm not entirely against this recommendation as there is benefits in the restructuring. The degree programs should remain mostly untouched however as, in the case of Performance Studies, there is a reason behind it's current state. Part of the appeal to Performance Studies is the freedom to focus on the discipline of your choice. Because of it's flexibility, a student could do any combination of disciplines without being confined to just music, just theatre, etc. When it comes to performance there needs to be this interoperability between disciplines that Performance Studies allows for. From my understanding, Journalism is something that the school had at one point as well, but was abolished for similar reason. It just didn't work at this school.

Strengthening the influence of the colleges of Liberal Arts and Science by joining them appears to be a good thing on the surface. As far as Performance Studies and Music classes, MGT just moved the biggest ensembles in Performance Studies to Academic and Strategic Collaborations, and therefore removed funding. TAMU has attempted before to have a school of Music and it did not go well, hence the underfunded and slowly dying department of Performance Studies. TAMU doesn't have to have what everyone wants as a major, especially when other system schools, such as Commerce and Kingsville, do it well. However, music technology, sound engineering, video production would all be good things to pursue, as they would tie into the strong science, technology, and engineering programs we already have. TAMU has had a department of Journalism as well, and since it was not popular, it was ended as well. As with the School of Music, this seems to be an attempt to solve a problem that does not exist. The Bush School has always been rather independent, but collaborating the with Political Science does make sense. The Biological Life Institute seems like it would solve some problems. The Libraries, however, really should remain independent of colleges. They need to be able to serve all colleges without campus politics. Degrees in Library Science would be best in the College of Education. Moving Undergraduate Studies to Arts and Sciences makes sense, as does investing more in Small Animal Hospital. The recommendations for the College of Architecture make sense to me.

There was no mention of Mays business school which I would assume has a very big impact on TAMU.

A COAS is successful at small institutions, but full of problems for a campus (and college/s of this size). It is insane to think that a biologist and a historian (for example) will have the same needs and goals, not to mention be understanding of each other's needs. Moving forward with this plan in full is bound to infuriate former students and donors and will result in loss of funding. CVM includes undergraduate classes taught across the university that are required for degrees in several colleges. There is no physiology department outside of CVM and it is important that their faculty continue to be allowed to teach undergraduate courses.

I agree with the proposed restructuring, but am unsure of the Dept. of Visualization moving from College of Architecture. Dept of Journalism was shut down years ago, why? Need to understand why it was shut down then and why it is needed now.

While I think a lot of this is great, I don't really think combining Arts & Sciences is the way to go. Just because some other schools do it does not mean it is the best way for us to do it. I do believe that some departments should be moved around to better align what they are/what they do, but I don't think combining them all is the way to go. Why would putting English and Chemistry in the same college is an improvement? And if you take Visualization out of Architecture, why not put the other departments in that college in with Engineering?

Who is the audience who will be impressed by the combining of the LA, SC, and GEO colleges? I know in theory it would be that we would be more like peer schools, but I don't think that is a significant factor when students are making a choice (is this major a part of a REALLY big unit at the university). I totally understand that it sounds impressive and like it is combining resources, in terms of how TAMU presents itself to the world, but it is a tough sell to students who like the idea of having a smaller unit more in line with their own needs. I am a big arts person, and like the IDEA of having the Performing/Vis Arts as a school, but if we are having to answer questions to parents of "will my kid get a job when they graduate?", this is a REALLY tough road to go down. I myself have a Masters in Library Science from UNT. There is also UT for that, and Texas Women's. While i COMPLETELY think skills in information science should be taught, there are not a LOT of jobs for library science majors.

(n/a)

I agree that a new Small Animal Hospital is needed. We have a great vet program that has been neglected and needs to be built back up, and highlighted.

The College of Education produces the majority of teachers for the State of Texas. I feel it is a slap in the face to downgrade our usefulness by merging us with colleges that have nothing to do with what we do. We also partner with communities large and small, underserved communities on the border and in large cities. Our outreach is felt across the state and country. I am not surprised that HLKN is being moved as it is the biggest department and makes the most money. Not sure what HLKN gets out of the deal but Public Health will get state of the art facilities for research and brand new buildings. Not a bad deal.

The central advising office scares me for all future students. The nuances of advising for different colleges/majors I feel is something that is easier learned at the lower level vs trying to consolidate all of those people together. I would also be worried the students would stop becoming "known" to their advisor & become just another number - thus losing any trust they had in that person.

Biology is a hard science in the same way that chemistry and physics are hard sciences, and belongs within the college of science, or the college of arts and sciences. Removing biology from the college of (arts and) sciences weakens the department of biology both in terms of academics and in terms of research. Aligning biology within agriculture risks making the biological sciences into simply applied biology in service of agriculture. For the department of biology at TAMU to grow and thrive, it is important that it be seen as the hard science that it is, and not merely be put in service of another entity.

Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences At times, the Galveston Campus is linked under the College of Geosciences. How will this merger impact our campus? Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences. The recommendation seems like an obvious train wreck waiting to happen. If the budget line for the University Libraries is housed in this new college, how do those of us outside the college make sure equity is given (especially for our faculty, student, and staff researchers). Transparency is going to be an issue with this type of reorganization.

In my opinion, the libraries should not be housed in/controlled by a single academic unit due to the possibility of preferential treatment to that unit's needs over others. Recommendation 9c - as already one of the smallest colleges on campus, there are concerns that removing both Visualization and Construction Science from the College of Architecture would eventually choke out the remaining programs due to lack of funding. While I can see the argument for Visualization moving to the proposed arts school, I've heard fervent arguments for keeping Construction Science as is. Being part of such a large college as Engineering, it could be dwarfed and see reduced interest/recruitment, as well as the loss of donors that prefer to give to smaller programs.

Please pursue combining the Liberal Arts and College of Science to include more liberal arts education opportunities. This would increase inclusivity and provide more opportunities for students.

This recommendations appears as if it will diminish A&M reputation in "STEM" rather than elevate it. The report states 12 of 19 peers institutions use this model but it does state how successful they are.

As a business staff member with the College of Geosciences. I personal do not appreciate the assessment for realigning our college with the Liberal Art college. I have had several students over the years I have been with my college state that part of the reason they chose us was because we did not have a large generic College of Liberal Arts and Sciences. Which they felt made it seem that the field of Earth Sciences were not the main focus and after speaking with these students, which have since graduates, I share that opinion. While yes combining the colleges will make them appear as one larger "college" I also feel this will take away from the special focus student come to except from Texas A&M. If these larger programs are a better idea why is it that all three Universities given in the examples for realignment are ranked below Texas A&M in the top research focused university? I feel the combining of the colleges would take away from our research focus and drop us in the country's ranking: Texas A&M (4th), University of Michigan (21st), Rutgers University (29th), and University of Florida (33rd).

Recommendation #3: Establish a Department of Journalism I am not against this recommendation, but why was the department of journalism discontinued?

Centralization for academic purposes would not be good for major-specific advising. When it comes to advising, students

need to be able to visit with advisors who have experience in the area and can offer more specific details and advice that a centralized unit cannot provide.

I wholeheartedly agree that the Bush School of Government and Public Service is a nearly untapped resource for the A&M brand. There is vastly more opportunity here in the way of undergraduate and certificate programs, internships and externships, and potential PhD programs.

The Mays College of Business must remain as a stand alone college. Putting it under Ag or grouping with another college will greatly limit opportunities for business grads, as it will seem like the focus is solely on Agriculture. Mays is one of the flagship colleges at the University, and one of the largest. As a former student - both bachelors and masters - I cannot stress enough how much I would disagree with combining Mays with any other college or program.

I have already commented once on the changes proposed for the Bush School, but had some additional thoughts, as I have heard people talking and thought about this more. I'd also like to mention that I am a TAMU PoliSci grad with an Econ minor and a current Bush School staff member, so I do view this from a slightly broader viewpoint. One concern I've heard has been that political scientists don't conduct research the way we do at the Bush School. However, within the Bush School, we have both political scientists and economists, who don't always see eye to eye, but for the most part respect each other and agree about the mission of the Bush School: Educate: Empower and equip future leaders to meet the challenges of a dynamic world Explore: Contribute to knowledge building, innovation, and problem solving through excellence in research and practice Engage: Enrich our communities, nations, and the world through a lifelong commitment to public service I have heard another concern that bringing in PoliSci and Econ would dilute the Bush School's mission. Perhaps they don't currently have the same focus on public service that we do, but wouldn't it be better if they did! Certainly public service is a core value of Texas A&M's and wouldn't it be better to strengthen that value within PoliSci and Econ? Another concern is that the Bush School benefits from being small, where people know each other, the students interact regularly with the professors. There is a wonderful intimate feel here that we wouldn't want to change. I don't know why that would have to change. If the Dean were over all three schools, and business services were consolidated and maybe a few other services, there wouldn't be a need to consolidate the faculty and students. And, yes, there might be more students taking a course here or there in the other departments, but for the most part the Bush School's master's programs, Polisci, and Econ could remain separate. It would be great to build a new building in the fan field for PoliSci and Econ. Those are my comments for now. Best of luck!

I don't understand it, but if it puts us more inline with other universities then it needs to be done.

It makes no sense to put the libraries under one of the colleges.

This is a very bold and forward looking plan, and will reimagine the way academic units can function. As staff in HLKN and Program Manager of the largest clinical research center (CTRAL), I very much look forward to this opportunity. I am unaware of all the details associated (e.g, degree programs, research support) with SPH, however, I do believe groups that are engaged in clinical research may make more sense to move to the College of Medicine. This plan may not be feasible for many of the other groups within the current HLKN department, but they too could be moved to alternative schools/colleges that are more suited to their areas of emphasis (e.g., sport management to business, health and other area of kinesiology to SPH)

The Liberal art and sciences should never go together. Their goals are completely antithetical to each other and they have VERY different success measures. This is a TERRIBLE idea. This will only continue the decline of science and further the infiltration of anti scientific thinking. Maybe this is the goal though, I wouldn't be surprised.

I am a Visualization student, and I fully agree with everything stated. Visualization needs to be its own college separate from Architecture, especially since most people don't even know the department of Visualization exists. I also agree that it would fit very well as the central anchor of this new college. It would definitely benefit the program to have people studying sound and music, theater and drama, etc. in the same program. There is a lot of potential for collaboration. However, as the visualization program is now, there are insufficient classes to learn the skills we are promised we will be able to do by the end of our four years. I am a senior now and can say I have definitely learned a lot, but I have also come to learn that the people who succeed and go to PIXAR are the ones who have almost completely taught themselves. There are few students who actually make it to studios like PIXAR due to a lack of a deeper education. As of now there is no course where you learn animation even though there is an animation track. We are just thrown in. I think adding courses that will adequately prepare the students is necessary. I am very excited and hopeful as I was pretty disappointed with the level of education within many (but not all) of my courses pertaining to animation, art,

coding for animation, etc. I think A&M is a perfect place to have an in-depth fine arts department as many people who want to pursue arts might not want to travel out of Texas and want the full college experience that A&M provides. I would love to be able to recommend this college to other students reaching out to me for advice on attending A&M for the arts because, as of now, I cannot, despite loving A&M otherwise. As for the realignment of the research within the department of Viz, I believe there should be an equal emphasis on research that is design based and centered around the creation of a creative artifact. I was a member of Aggie Creative Collective and loved this idea of writing an undergraduate thesis about our own creative work, similar to that of a fine arts thesis. The only issue I really have seen in the research being conducted in Visualization is that there isn't as much emphasis on creating a thesis that follows this model. This also makes it difficult to gather information properly and learn how to do research for a creative/design thesis effectively as most of our research in Viz already is focused on standard research thesis.

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Report details extensive realignment plans, which has led to numerous concerns. Efficiency of different institutes being merged or realigned needs to be concerned. Where restructuring of entire institute is proposed especially across different cities, feasibility of such plans needs to be considered.

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Biology Dept. has gained over 400 new students recently and has without hiring hardly any new faculty or staff, has pulled through and been a shining example of what other Depts. should be able to do when given very little resources. We pulled up our boot straps and dug in! Other Depts. within the report have had an increase of 20 students over the past couple yrs. not 400 students, so I would very carefully reconsider what Depts. if any get merged or consolidated. In my 27 years here I have seen this over and over again, new hierarchy comes in, tries to consolidate or rearrange things that they feel should "make things better" and in 4-8 years it's put back pretty much the way it was because it did not work out for the actual Depts. and the people who are hands-on having to deal with the work. The positions, the Depts. cut or rearrange will all need more help down the road bc some one "dropped the ball", something is not being addressed or attended to- "gee we have to make a new position there to cover that" - It seems like Reinventing the wheel at times. There are differences in how 10 year track positions are approved, how new faculty hires are carried out within Depts. for a reason. What works in one Dept.; funding, grant writing, teaching commitments, running a lab, training grad students, having grant \$ to cover them, technicians or a post doc, having TA positions to help cover Grad students stipends, function differently within the various Depts.. Also having big consolidated groups is not the best idea, if a consolidated group goes down, hits a hurdle, it is a major disaster to deal with, whereas smaller units can get back up and running more quickly.

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Our library systems are some of the best in the country. Part of the reason we are so good is because the library staff are dedicated to helping the student experiences within the library. We don't need them to go teach courses in the Colleges of Arts and Science. That will take them away from giving quality time to the libraries and students using them. If you move University Studies to the College of Arts and Sciences, what happens to those University Studies degrees which better fit the other college such as Agriculture and Life Sciences and Mays Business School? Be mindful of the consequences of moving Technology Management to Engineering. Though the content aligns well, you cannot forget a large part of the Technology Management degree is to teach students to be the bridge/translator/liaison between information technology and employees who need IT help. Far too often IT related degrees do not teach the people side, the communication side. I fear that if you move Technology Management to Engineering you are going to lose the portion of the degree that teaching these students who to interact with people, how to translate IT speak to every day terms.

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Page 24 talks about a "four-legged stool structure." How does that recognize the value of the other colleges (Mays Business School, College of Education and Human Development, etc.)? Page 25 suggests enhancing visual and performing arts focus. I appreciate the examples of other institutions in Texas. What I wonder (and have wondered over the years) is if we are trying to be all things to all people? If there are quality programs at other institutions, should we be building a similar structure, or should we be focusing our efforts and resources in areas where we already excel (or could easily excel)? Creating a new school/academy also seems like it will be it will also take more resources, so I am unsure of the efficiency of the decision. I am also confused because the organizational chart on page 24 includes an Academy of Visual and Performing Arts (under Academic and Strategic Collaborations) and recommendation #2 beginning on page 25 says establish a School of Visual and Performing Arts (in the College of Arts and Sciences). I am wondering what the overlap is if both of those entities are going to exist—purpose, resources, etc. Related to re-establishing a Department of Journalism (p. 27), did you review why the department was disbanded numerous years ago? Did you also look at the curriculum and the number of students who graduate from the TAMU Agricultural Communications and Journalism program? Similar to the Arts area, are we trying to be all things to all people if there are

other strong programs in the state? Rather than creating a new department (with the additional cost and resources) with multiple majors, should we be focusing on strengthening the current programs we have? It seems like creating a new department would be increasing inefficiency, rather than decreasing it.

Finding#1: The combining of multiple colleges has its advantages and disadvantages, although I don't believe it will have a significant positive impact on our core mission. Finding#5: I agree there are a handful of classes that have been duplicated across campus that could be streamlined with collaboration. However, the creation of a unique "Institute for Biological Sciences" will cause even more confusion for the students and implies a less predominant program when compared to other peer universities. This will negatively affect the recruiting for biologically focused students.

Many of these realignments sound sensible. A journalism department was closed some years back, so that one deserves careful consideration. The Libraries already provide information literacy instruction, but teaching faculty and advisors in other departments need to empower and encourage their students to take advantage. Leaving aside the matter of instructional programs in library or information science, moving library operations under a new College of Arts and Sciences would be a mistake in my view, as the Libraries serve all academic programs including engineering, business, agriculture, and medicine.

International Studies is a degree with 7 track and one is tied to political science, the other ones are not. This program is a Liberal Arts degree, which also includes MODL languages which the MGT people decided to leave out but it is part of the program. This is an interdisciplinary degree, which is not found anywhere of the "large" colleges and the majority of its course works comes from the college of Liberal Arts and requires a language that is also housed within our college. It is the same for Political Science and its required language for the bachelor of arts. All of these three programs have a master with the Bush School but it is a very specific tie with Bush school classes. Universities studies need to be housed in the colleges that are providing their main foundation and not just in one college. They were developed with an intention to serve specific colleges and then they can add a minor outside of the college.

Personally, I believe that combining the colleges of Science, Liberal Arts and Geosciences would not be in the best interest for our students. The College of Science is currently small enough to allow academic advisors and department faculty/staff to establish close relationships with its students and staff. If this were to happen, students would potentially lose the opportunity to form close relationships with their academic advisors creating a sense of isolation and confusion. They may potentially have to see a different advisor for each advising session due to potential centralization of advising. They would run the risk of receiving incorrect information through multiple channels. Currently the programs in the academic departments in the college of Science are highly ranked (specifically graduate programs), and merging with multiple colleges would put them at risk of losing their prestigious rankings.

I do not understand the rationale for removing the department of Biology from the College of Science, this would make our university an extreme outlier by not having the department of Biology in a College of Science.

N/A

How can the Library be impartial if they are incorporated into a college within the university? How do they provide equitable service and acquisitions when the budget is controlled by a specific college? Why is the band/orchestra not included in the proposed college of performing arts? What happens to colleges/areas not included in the four pillars? Do they remain or get broken down and spread out? How will reorganization and accreditation affect degree programs already in process? I don't think the biological science college goes with biomedical sciences in their practice, just in name. Nor Health & Kinesiology as part of school of public health. How will merging of colleges/areas affect new redundancy in positions? Students and staff like the smaller units and the unique learning, teaching, and working experience of that. What is the rationale of combining arts and sciences? Those have completely different basis in education/courses/plans, etc. How do we have control over the bush library? That is part of the national archives. Writing center is already in the library. I don't believe central advising would be beneficial to the student; you would be losing specialized, particular knowledge for degree plans by having advisors be generalized. Really like the idea of having a library science degree, but don't know enough about starting a new college to judge the recommendations for that.

I do agree that combining colleges to create a College of Science and Arts would help bolster the finances of all the departments within the college, and model after most top universities in the nation. However, I think the report unfortunately uses erroneous data to support its recommendation to create an Institute of Biological Sciences, when the Department of Biology should remain a separate entity within the new College of Science and Arts. The Department of Biology is squarely on an upward trajectory. Biology has increased the number of undergraduate students in the department by 500 (a 40% increase) over the last two years, through increased recruiting and increased diversity efforts.



This has successfully been accomplished despite no significant increase in the amount of faculty and staff. This feat has only been possible through strong interdepartmental relationships and highly trained and skilled faculty and staff with specialized knowledge. Additionally, contrary to the report's claims, the top 150 Universities in the nation all have standalone Biology Departments. Due to Cornell's different structure, the comparison to TAMU's Department of Biology is inaccurate. Finally, while TAMU houses many different life science departments and degrees in two different large colleges, those colleges have very different cultures, and very different goals, and subsequently attract students with different post-secondary-education goals. The COALS puts more of a focus upon the agricultural industry and veterinary programs, and attracts students that are interested in careers in those fields. On the other hand, the College of Science, and specifically the Department of Biology, attracts students that are interested in Pre-medical, dental, etc. programs, as well as graduate and PhD studies that are science-focused, as opposed to industry-focused. Thus, classes that seem redundant are actually structured with this in mind, and teach different material. It would be a disservice to students in both Colleges to try to combine them into an Institute of Biology. Unfortunately, the report has actually hurt the perception of the Department of Biology unnecessarily.

If this recommendation is accepted, I feel that it's important for each of these colleges to be allowed to sustain individual identities within the merged organization to be able to adequately serve students in these academic fields. The structure that I think would be most effective and efficient is to have a dean that provides oversight to the merged organization and Arts, Sciences, and Libraries being separate units within the organization. I also feel like additional review is needed pertaining to why these colleges and departments are structured as they are. For some, the current structures were recommended during applicable program reviews.

Regarding Finding # 6 Moving the Libraries under a College of Arts and Sciences seems problematic: The libraries are intended to serve the entire university; this makes it appear that they only exist for the College of Arts and Sciences. There may be conflicts of interest and inequities in budgeting and decision-making, as the college may shape collections and decisions according to their needs rather than the needs of all colleges and the university as a whole. Repositioning the Dean of the Library as an Associate Dean of Arts and Sciences and University Librarian does not seem consistent with the review that the report references. The report suggests that "heads of university libraries at peer institutions vary in position title." While true to the results listed, "forty-one of the universities currently have a Dean of the Libraries." That's 82% of the fifty land-grant universities in the review. A BA in Library Science does not seem like a lucrative or wise degree to establish. As the report itself indicates "most commonly, librarians earn a Master's in Library Sciences (MLS) or a Master's in Library and Information Sciences (MLIS)." Earning a BA in Library Science holds very limited benefit in the field; students would be much better positioned and more well-rounded if they obtain bachelor's degree in another discipline.

The need for veterinary graduates also increases the need for the use of animals. Public support for animal research is on a decline. A statement of support and transparency from Texas A&M would boost our community engagement. There is a lot of resistance to the idea that centralization is part of the President's plan. I do not agree. Centralization provides standardization and equity. It reduces redundancy. There is a sharp contrast between the care and use of animals within the CVM and those used by Animal Sciences department. Centralization here might help to enhance agricultural research and teaching and bring standardization up to levels concordant with current veterinary practice.

A College of Arts and Sciences only makes sense if the Biology Department is part of it. Every equivalent university in the country that has a College of Arts and Sciences includes a Biology Department. Creating the Institute of Biological Life Sciences doesn't make sense logistically. The proposed merger of Biology and BIMS would be incredibly inefficient from the viewpoint of undergraduate microbiology. The Biology department's microbiology program services pre-med and pre-nursing students and the BIMS microbiology services graduate students and pre-vet students. Biology belongs with the rest of the College of Science.

I am a Biology Staff member for 22+ years. I believe the Biology Department has been in an upward trajectory for some time now. With new Professors, and all the renovations going on in the Biology Department to support all this. The report it self sounded very negative about the Biology department. Which I felt that was wrong. I just wanted to tell someone how I felt. I believe the Biology Department and everyone in it should stay as one cohesive functional team.

I am concerned with the Department of Biology leaving the College of Arts and Sciences. While the department has had its fair share of concerns, with the new department head, recruitment of several new faculty, college-retention programs and a strategic plan in place, I feel they are moving in the right direction. All but one of the biology programs in the peer institutions listed have their biology programs in the Arts and Sciences college. The first two years of a



biology majors degree plan included classes only in the to be created College of Arts and Sciences (CHEM, MATH, STAT, PHYS and other core classes).

Being in the College of Liberal Arts - my concern is that by combining the 3 colleges, the dean of the new Arts and Sciences will be from either Arts or from Science. No offense but a dean with a MATH background (for example) is going to have a very different view of what English or Communications brings to the table. Journalism - either have it or don't but we are a laughingstock by flipping back and forth POLS into Bush School. I am not in POLS but all you need to do is spend 2 minutes with an POLS faculty and they will tell you this is a horrible idea. The faculty have a hard enough time teaching politics in a classroom (just ask them how contentions it gets in a Political classroom these days) without having a label associated with them. Like him or not associating the Bush name with a Political Science department automatically slants them to the right in the political spectrum I am also confused with the 4 pillars and then where do entities such as Mays Business School or the Bush School fall? They don't really seem to have a home in a pillar.

Some of the recommendations for academic realignment are clearly needed where very similar programs can be more closely aligned to achieve efficiency and synergy. However, the primary arguments for a combined College of Liberal Arts and Sciences are weak and superficial. These arguments seem to be that a) bigger is better and, b) TAMU needs to look more like other universities (which are not comparable). A bigger college does not provide a better experience for students, as I have observed while watching my own son struggle to navigate the College of Engineering at TAMU. On a related topic, centralizing academic advising would only make this worse as academic advisors with specialized knowledge of the college or department are often a student's closest ally in the struggle. One reason that TAMU doesn't feel like a very large university has to do with the many smaller academic communities in which students reside. The College of Geosciences is a great example of an academic unit in which students benefit from being known and supported due to its small size and hands-on involvement of faculty and staff. It is also a unique feature of the university not found in many others across the country and an anchor for world-class international research programs such as IODP. How does TAMU stand to benefit by hiding this unique asset in a larger college to look more like other universities? We have a unique origin story as a STEM-focused institution. We need to continue to leverage and build upon that reputation and strength. Instead of hiding the sciences in a larger college with liberal arts, we should seek efficiency and synergy that elevates the stature and quality of the sciences and highlights our unique scientific assets.

Recommendation #6 I do not feel that the recommendation given here is in the best interest of Texas A&M University. Beyond that, I feel that it poses an existential threat to the Libraries at Texas A&M, which is a foundational organization within the university that has been providing value to Aggies for generations. My rationale for this objection is based on the observation that The Libraries at Texas A&M have long dedicated themselves to the purpose of serving the informational needs of the university as a whole. The need for library services are not unique to any particular discipline and for this reason, it is essential that such services are rendered with an even hand to all disciplines. The autonomy of the Libraries is an essential part of its ability to offer these services in this way. From within the confines of any particular college, the libraries would lose their ability to orient themselves to best serve the needs of those colleges it was not a part of. It is essential that the Library maintains its independence so that it can continue to serve all aggies to its fullest abilities. I sincerely hope that this recommendation is disregarded as poorly considered.

What is the real reasoning in making us like other universities? Texas A&M University should be set apart from every other university because we hold ourselves to that standard and strive for greatness. There is nothing exciting about being like everyone else.

There was little understanding of the University Libraries expressed in the report nor was there indication that MGT had invested resources to investigate the University Libraries before creating this report. Creating a Department of Library Sciences would create a program to teach students how to become librarians rather than teaching students the necessary skills to do research or find and use resources needed to succeed within the students' specific fields of study. Faculty Librarians are subject experts embedded within the University Libraries to teach students to do research and assist them in locating and understanding what avenues of program specific information are available to students with coursework in all schools/colleges at Texas A&M University. This is accomplished through library consultations and through classes taught to groups of students within the various schools and colleges. Core curriculum courses dedicated to information sciences will not elevate the faculty librarians as teachers because such courses are focused on teaching students to become librarians rather than leveraging the wisdom and expertise of faculty librarians as information subject experts in a variety of fields (i.e., marketing, patents and trademarks, entrepreneurship). To properly fulfill the mission of the University Libraries, it is necessary for the University Libraries to remain independent of any sort of direct reporting to a particular school or college within the Texas A&M University System. By following the recommendation to

merge the University Libraries into a newly created College of Arts and Sciences, the message is communicated that the University Libraries primarily serve the College of Arts and Sciences rather than providing resources and services to all students at all schools and colleges within the Texas A&M University System. A merge as suggested would undermine the effectiveness of the University Libraries in assisting the full spectrum of students to excel in their educational careers, communicate favoritism and elitism which would discourage students in colleges other than the College of Arts and Sciences from using library resources, and inform Texas A&M University stakeholders that there is no longer interest in providing University Libraries services and resources to all students and patrons who have need of everything the University Libraries provide. Therefore, the University Libraries best serves the student population and all Texas A&M University System stakeholders by remaining an independent entity, with its own dedicated HR, Facilities, and Information Technologies/Digital Initiatives departments, within the Texas A&M University System. Additionally, Writing Center locations, Open Access Labs, and partnerships between academic departments and the University Libraries are already in place to provide student learning opportunities that bolster the curriculum required for degree programs offered. The recommendation of implementing University Learning Commons models as stated within the report is indicative of a lack of research conducted by MGT Consulting in preparing the report since these library spaces already exist.

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Never enough time is spent on student retention. Students need more assistance in the cost.

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The report does not make it clear what happens with other Colleges that are not listed in the "four stool plan", college of education. Mays, Bush School, and others. The consolidation of the College of Liberal Arts and the College of Science seems to be a move against the foundation of higher education. How are these two colleges supposed to provide quality support to the number of students that are currently in both of these colleges? The housing of the University Libraries under the College of Liberal Arts would cut off the libraries from the rest of the university. A function that serves not just one college but all colleges and students as well as the outside community.

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Let's get really clear on what it means to be a land-sea-space- grant institution and let's keep our focus on that. We are founded as an engineering and agricultural school. As a former fine-arts person myself, I really appreciate the recommendation for #2 but I do not think this is in our scope so no, we should not invest our time and resources into this effort. I started my career at TAMU in the department of Journalism and I was the last person on the payroll in that department as it was shut down by the dean. In the 20 years that have elapsed since this happened, nothing has happened that would lead anyone to think that a Journalism department is now needed. Again, let's get really clear on what it means to be a land-sea-space- grant institution and let's keep our focus on that. We are founded as an engineering and agricultural school. As a former fine-arts person myself, I really appreciate the recommendation for #3 but I do not think this is in our scope so no, we should not invest our time and resources into this effort. I support and agree with recommendation #4, #5, #6. Recommendation #7 doesn't seem to be moving in a direction that integrates TAMU Health more fully into TAMU, it looks like they're still needing to be linked but are still somehow a bit apart from main campus. I think this needs to be thoughtfully executed and just because we get our funding from the state in different manners doesn't mean that we need to treat them as a separate entity. After several years of this we are sick of it. Get with the rest of TAMU and let's stop talking about them being any different than a college. I support and agree with recommendation #8, #9a, #9b, #9c, #9d.

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The report states that TAMU should be 4 academic pillars, but there were several colleges/departments not mentioned in the report or listed as part of these 4 pillars. What would happen to these colleges and/or departments?

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Love the idea of a journalism department, as long as the lessons learned historically are kept in mind. There was a reason the department was dissolved, and I just want to make sure that we don't fall into the same pitfalls.

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I don't think that centralizing advising is a good idea as there are too many little details in each degree. students would not get as knowledgeable advice and could lead to issues with graduation and accreditation

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What is the benefit of combining liberal arts and sciences besides funding for liberal arts? why are the cons to this plan not addressed? How does this impact the current structures of these colleges? how does this impact the staff and potentially duplicated positions by merging so many colleges?

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Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. --I worry that merging these colleges into one will minimize (and perhaps also marginalize) the humanities. I don't agree that the "larger college structure creates a stronger advocacy for the liberal arts education at a STEM-focused university." I think it may actually minimize funding for humanities and that the money and resources will go towards strengthening the sciences at TAMU at the expense of decreased funding and resources

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for the humanities and liberal arts. Recommendation #3: Establish a Department of Journalism.--I don't see anything in the report about the history of journalism at Texas A&M. I remember when journalism was eliminated as a major at TAMU. The report doesn't consider this, and I think that, without the historical context of journalism at TAMU, this isn't a recommendation that is supported by evidence. Also, I'm not sure that the authors of the report understand journalism as a major. For example, I think many classes in various departments throughout Liberal Arts are focused on increasing "media literacy and capabilities of students" and "further[ing] local community engagement."

Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences.--I don't think the authors of the report really understand what academic librarians do. Academic librarians don't need to be moved into a new college and department to make a difference in undergraduate and graduate education. I think doing this will overburden librarians on campus even further.

The compression of Liberal Arts, Sciences, and Geosciences will almost certainly mean a loss of funding for humanities departments. Please do not do this.

I appreciate the consultants' efforts and their report. However, regarding the proposal to remove Construction Science and Visualization from the College of Architecture into other colleges, the consultants appear to be operating from a faulty premise — that the college has strayed from a "core mission" of design and planning and should "refocus" on this mission. The college's core mission is teaching, research and service regarding the natural, built, and virtual environment, and doesn't need a "refocus" because it hasn't strayed from this mission. There are already plenty of interdisciplinary opportunities available for students within and outside the college as it exists today. Architecture, landscape architecture and urban planning don't exist in a vacuum. Interdisciplinary opportunities that exist now will be reduced — precisely what students in these degree programs don't need. The consultants believe visualization will have a better chance to grow outside the college — this ignores the department's growth that's already occurring in the college, with the addition of an MFA, and new emphasis on game development other areas. By residing in the same college, construction science and architecture students are exposed to two different, yet related elements of the built environment — design and construction management. While they are different disciplines, students' proximity helps widen the perspective of both groups.

Finding #1 - Not particularly on board with combining Liberal Arts and Sciences into one college, especially considering the size of these departments and if a school of visual and performing arts were to be added. Finding #2 - I am for a school of visual and performing arts being added to the campus, as it seems to be one of the few things TAMU does not have and I feel we would have amazing Aggie talent come from here. Relocating the Viz department to this new school would be a good idea as well. Finding #3 - I completely disagree with adding a department of journalism. This is the a degree in Communications, which is already a degree offered and I know many who graduated in that program as well as from the English program that have gone on to be in journalism and other media professions. This seems like a completely unnecessary addition to a program that already exists at TAMU. Finding #5 - This report seems to contradict itself. It urges centralization, but wants to add many, many new departments, offices, and colleges. (A new Institute of Biological Life Sciences....?) Finding #6 - Libraries should remain as is. Finding #9d - Okay with consolidating Dept. of Health and Kine. into the School of Public Health and with moving Technology Management to Engineering.

Combining Liberal Arts, College of Science is excellent proposal. Establishing a School of Visual & Performing Arts, Relocating Viz Dept, a Dept of Journalism are cornerstone elements. KAMU, with its PBS Brand, and 12th Man Productions in Athletics, with its ESPN affiliation, must be included in a wholistic part of a Visual & Performing Arts School. Broadcast Journalism and Social Media are all intertwined in Television, Creative Media and Storytelling. Texas A&M MUST put KAMU into a central role as a KEY COMMUNICATIONS HUB for this storytelling. From an Academic standpoint, there is an opportunity here to be a TRUE LEADER in a discipline that touches all phases of a STEM-based education. Students at 12th Man Productions already learn Broadcast technical Live Event and Post Production skills and get NO Academic credit for it but are gaining employment in national industry positions in networks currently with just as big an impact as the Viz Students but no one knows its happening. Tie it to a curriculum. KAMU, if it were a COMMUNICATIONS HUB for the Performing Arts with Fiber connectivity to EVENT VENUES could be BOTH a studio space, a Control room technical learning and operational space for events and a LIVE EVENT creative platform for storytelling for the University at LARGE with both the PBS side and the National Media opportunities from a Marketing side. This helps with the CENTRALIZED Marketing & Communications needs as well. A larger more robust staff that can be forward thinking, creatively engaged with Research, University News and Student stories that help in recruitment, retention and brand-building (AND utilize the student Journalism classes and lab opportunities as well to give real-world opportunities) helps grow the Texas A&M Brand and creates a more effective education model and communications

model. The Arizona State model, University of Texas Model, Florida, Michigan State, Notre Dame, BYU have effective ways to study as to how to do this right. Bringing back Journalism and combining with Communication makes sense as to having a curriculum with hands-on experience will prepare students for the real world. The ability to have an experienced faculty in the disciplines needed will create a strong foundation for several career paths and helps with strong decision-making and creative thinking for leadership development.

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In reference to recommendations #1 and #2: As a staff member in the Dance Program, in the Department of Health and Kinesiology, the idea of creating a College of the Arts and Sciences is very exciting to me. I think that our program specifically being a combination of the arts and sciences, would thrive in that environment. We already collaborate with both the Visualization and Performance Studies departments, so this would aid in those collaborations. The main concern I have is that if we do move, we get lost in the process. We would like to be in the School of Visual and Performing Arts if it is done in a manner that supports all of the arts. We do not want to end up being in a department that won't provide any support to dance. It would be best to function in this school with each of the arts in their own departments (i.e. Department of Performance Studies, Department of Dance, Department of Visualization). We also need to keep the integrity of our Dance Science Degree. We are one of the leading Dance Science undergraduate programs in the nation and are well known throughout the International Dance Science community. We are also the only Dance Science degree in the state of Texas, so we serve a specific niche of students who want to go on to be medical professionals serving dancers. Many of our students come into our program with this goal, and it is what brings them to us. As a recruiter, it is something that helps us stand out against the other dance programs in the state and country. Being in an art college would provide us with the opportunity to then develop an additional Dance degree focusing on education and performance. It could also lead to possibilities of collaborating with the other arts departments to create minors such as Dance and Technology. In order for this to happen successfully, a Performing Arts Center with the school is vital. This would provide the opportunity for faculty, staff, and students to collaborate on a more regular basis, and provide them with some of the best educational experiences they could have. If the School of Visual and Performing Arts opportunity does not present itself, it is best for us to remain within the Department of Kinesiology. Our students already take courses within the department, and the mission of our program aligns with kinesiology.

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I think combining liberal arts with geosciences and science is a good idea, as long as it's executed properly. The liberal arts college could definitely use the resources that being in a larger college would provide. My biggest concern is staff redundancies in the merging process. If you want this to go smoothly, being up front about all of the steps involved will be key. People are scared about job security right now, and communication from upper levels about that will help ease people's nerves. The sooner the better.

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Recommendations 1, 3, 5, 6, 7, 8, 9a, 9b, 9d: Combine three colleges to one. I fully support these recommendations, though it will require significant leadership at every level. Recommendation 2, Establish a School of Visual and Performing Arts.... I disagree with this recommendation. I was a member of both the Aggie Band and the university's wind ensemble as an engineering student and am a past and current donor into the fine arts and music programs. I believe creating/standing up this new School would siphon critical resources (significant investment(s) required is called out repeatedly surrounding this effort) at a time where the state economy is down, enrollment is already booming, and the current program offers many, many opportunities for students to participate in the fine arts program...and they do. I agree a School would result in more performances available for students and the public to attend, but my experience with family members who majored in music is that most of the event attendees, such as recitals, were friends from the music program and family. I don't recall a student activity where all the seats at a venue were filled...other than a sold-out football game. Secondly, the report does not identify a need in the state for more fine arts majors due to the inability to staff orchestras, art galleries or K-12 teaching positions. If/when the economy turns around the many investments become easier and I would be more open to this opportunity, but not now. Recommendation 2, "...relocate the Department of Visualization to anchor the school. Since I do not support the basic recommendation, I do not support removing Visualization from the College of Architecture (CoA). CoA created, nurtured and grew it to become "one of the most recognized and highly valued degree programs at TAMU." The argument in the report is that the Department's growth is limited by the College of Architecture. Yet it turns around and says to be successful in the new School will require significant investment. If we want to grow the program and stature further, we can just as easily make the investment while the Department remains where it has bloomed so successfully to become an industry leader. I support increasing our investment in the program and growing it. Recommendation 4. Elevate and expand the Bush School...". I agree with the recommendation if it can be accomplished in a manner that does not diminish the Bush

School “brand” and public service focus of students studying under this “umbrella” name. Political Science is not always about service... Recommendation 9c. “...relocate the Department of Construction Science to the College of Engineering...”. I strongly disagree with this recommendation because of its impact on both the General Contractor industry and Architecture firms—our students would become less prepared to productively enter the work force. My opposition stems from being both a property owner/owner’s representative AND engineer working construction projects over a 30-year career with countless general contractors and architects. Rationale: a. A&M has built an integrated academic and project curriculum that ensures our graduates are ready to enter a work force where The key business relationships are between a property owner, the architect and the general contractor (GC). GCs work principally with architects, who in turn work with their engineers and subs when changes are required. This relationship is intentionally developed through their years as a student at A&M. b. Construction Science focuses on construction and modification of buildings, not engineering manufacturing. It has grown into the nation’s largest construction science program, with 100% graduate placement due to this focus and the associated heavy industry support financially, with internships and job fairs. 66% of graduates are hired into GC firms with the oil industry a second high placement industry. c. Moving to engineering would produce a different type of student and graduate, one more like other schools whose construction science/project management type programs reside in Colleges of Engineering. Students in engineering are required to take engineering calculus courses and complete ABET accredited programs focused more on engineering project management (which includes construction) than construction. Additionally, the College of Engineering requires all first-year students in the College to complete the same coursework before applying for a specific major. The Current Construction Science Program is accredited by the American Council for Construction Education requires “Math for Business and Social Sciences” rather than calculus. Calculus alone will shrink the pool of eligible applicants, the diversity of applicants, and the pre-eminence of the “I just want to build” mindset currently common in the department. This is why Construction Science is #1...we don’t need to strive to be like those who rank lower! d. The report states that “significant connections between this department and” departments in the College of Engineering exist, including research connection at RELLIS and with the CIR. While these connections are mutually beneficial today, the assessment fails to describe how they would be improved or what gaps exist in current partnerships. Nor does the report describe the need to maintain relationships with the CoA if moved. e. If there is a desire to create a project management type degree in the College of Engineering it can be done and can be distinct from Construction Science, with a greater focus on manufacturing and other engineering project management and requiring calculus and ABET accreditation. Recommendation 9c, “...relocate the Department of Visualization to anchor the school. This is the same opposing comment I made earlier. Since I do not support the basic recommendation, I do not support removing Visualization from the College of Architecture (CoA). CoA created, nurtured and grew it to become “one of the most recognized and highly valued degree programs at TAMU.” The argument in the report is that the Department’s growth is limited by the College of Architecture. Yet it turns around and says to be successful in the new School will require significant investment. If we want to grow the program and stature further, we can just as easily make the investment while the Department remains where it has bloomed so successfully to become an industry leader. I support increasing our investment in the program and growing it.

Combining colleges only manages to make the students feel smaller and more invisible within the University. As a former student, I thought it was a plus that there were multiple colleges that were smaller and more targeted. These smaller colleges made it possible to feel involved and have the ability to go talk with the Dean of the college. If these were larger, the Dean of your college would feel untouchable and out of reach. I know from personnel experience with the former Dean of the College of Engineering that she was and is untouchable and never had time for meeting with students. All she did was bounce from one meeting to the next meeting to the next event. From those that I know from the College of Engineering the size of the college makes you feel unknown. As I recall, there was a Journalism department...that failed. 9C. I wholeheartedly disagree with the rational to remove the Construction Science from the College of Architect and into the College of Engineering. As someone who works in the Construction industry, the level of involvement with Architects on a construction project is much higher than it is with engineers. Not only do construction managers need to know how to work with an architect, architects also need to know how things are actually built. The biggest problem I see in the architecture world is the inability for an architect to step outside of the final beauty and art of their design and actually make something that is constructable. The construction science department needs the architecture department and the architecture department needs the construction department. Both of these industries need to know how the other works to provide a successful project. While I cannot argue that engineering knowledge is need for those managing construction project, the Department has addressed this with

required structure courses. One role a construction manager should never play is engineer. They need to know the basic understanding of principals of engineering, but they do not need enough to be dangerous either. Engineers have a professional license for reason and that sort of liability should rest with the engineer. While they do all have to work together, the architect is typically the main point of contact for the contractor not the engineers. The engineers work FOR the architect and the contractors work WITH the architect to build the building. The college of engineering is already too large, and adding an additional department would only make the Construction Science Department more invisible. The reason the College of Architecture is where it is, is not because the COSC department is within the college. The College of Architecture needs to look into providing a 5 year degree option where you can get your bachelors and masters. Other universities have this option.

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My feedback on the proposed academic realignment is specifically related to how this potentially impacts the International Ocean Discovery Program (IODP), the \$351M award to TAMU from the National Science Foundation (NSF) to operate and manage the research vessel, JOIDES Resolution. TAMU has successfully competed for the role of JOIDES Resolution science operator three times (1985-2003, 2003-2014, 2014-2024). Part of that successful approach has been TAMU's deep and long-lasting dedication to the Geosciences, which has been a critical area of study historically in Texas as well as for the vital future challenges facing the State. It is worth noting that other major flagship university in Texas elevated Geosciences to a college-level unit in 2005. I am concerned about the proposed merger and the unintended message this sends to the IODP science community and the NSF Directorate for Geosciences about the importance of Geosciences at TAMU. The timing is critical as we to work to extend the award operating the Resolution in the near term and position TAMU to compete for longer term involvement in the process to build and operate a new vessel.

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I laud the effort to strengthen the Liberal Arts, but this report doesn't bear witness to the fact that Liberal Arts is already the second largest college on campus. This report also doesn't seem to have a sense of the history that led to the split of Arts & Sciences at TAMU in 1965. It is also unclear why, if you are suggesting the creation of a new Performing Arts center and majors, why these would not be housed in a college of Arts & Sciences? The suggested realignment is unclear. The Executive Summary only notes four colleges (Agrilife, Engineering, Arts & Sciences, and Health) , but in this section it is clear that Architecture, Business, and Education would still exist. A chart, similar to those provided under the foregoing sections would bring much-needed clarity. The University Studies degree is not a Liberal Arts degree. It is certainly interdisciplinary, but you would probably generate discontent if you were to suggest that interdisciplinarity is the sole province of the Liberal Arts. This recommendation, like others about specific major changes in this section, feels woefully underdeveloped and poorly supported. For example, there is not any mention of the rich history of the Journalism major at TAMU.

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The consultant's report indicated that a decentralized operational structure resulted in inefficient use of resources. I believe that such a structure also places those on the front lines of implementing the work of the organization closer to the top of their organizational unit. That proximity normally offers a better foundation or basis for policy decisions than a more hierarchical and distant management team. In the same sense, a democracy is less efficient than a centralized authoritarian system. If the university's organizational structure is to be "streamlined" or "tightened-up," measures should be put in place to facilitate communication and a sense of shared responsibility between the tops of operational units and the levels of the "worker bees."

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See <https://www.aggienetwork.com/theassociation/chronology.aspx> 1965 College of Liberal Arts, College of Science and College of Geosciences established. College of Arts and Sciences abolished. Recommendation #1 was tried, in 1924. After forty-one years, the University chose a different path. It is noteworthy that the University of Texas was not mentioned in the report as a peer institution. It also had a College of Arts and Sciences for eighty-seven years which it split in 1970. <https://liberalarts.utexas.edu/office-of-the-dean/history.php> While there may be examples we can take from peer institutions, our students chose to attend Texas A&M University. Had they wanted an educational experience more like those offered by one of our peer institutions, it is safe to assume they would have enrolled elsewhere. The report's repeated references to other schools invokes the childhood question of "if all your friends jumped off a bridge, would you jump too?" If we were to do exactly what other schools are doing, we'd be just another piece of gravel in the driveway. We are better than that. We are seen as a leader because we do what we do in such a way as to produce exceptional graduates who become leaders themselves.

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As a former student, the four major college model appears to diminish the value of the colleges put together under what feels like a much too broad umbrella of "Arts and Sciences". I understand that just over half of peers reviewed have a similar arrangement; however, I do not understand why the University of Texas, our primary competitor for top students, was not included in the evaluation. If any of these colleges appear more "elevated" by attending UT, that

would be a concern.

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The Technology Management degree does not belong in the College of Engineering. It is better suited for College of Education and Human Development because besides focusing on the Technology side, it also incorporates coursework from the Human Resource Development program, equipping the students to have both Technology skills and people/management skills. Plus, it serves as an option for students who are unable to successfully complete the courses required for General Engineering - Tech Mgmt can use MATH 140 and 142 instead of MATH 151/152 and has more freedom for choice of Life and Physical Science - so students who cannot pass CHEM, PHYS, or Engineering MATH can find a place where they can be successful. Keep that program in the College of Education - but build it to be a destination program, not only a landing place for failed engineering students.

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Somewhat neutral on the recommendation to combine arts and sciences. While the report points to peer analysis, TAMU is a unique TEXAS Institution with rich history and tradition, which is evident in student recruitment and enrollment numbers. Being like "the rest" is a risk and potentially waters down what current and former students were attracted to when choosing to come to TAMU. However, clear lines to efficiency and academic redundancies have been identified. I think there are pros and cons to both sides of the position - but not sure either is significantly weighted over the other. With respect to the Bush School, I fully agree that elevating and expanding is a good move to achieve higher visibility. I agree that significant investments should be made in the Bush School to enhance and advance the mission of educating and preparing more students for public service in the local, state, national, and international landscapes.

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Interesting findings; these do not directly impact me so I do not have any feedback to offer.

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I don't have any feedback for this section.

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I think combining arts and sciences will not give the arts the money it needs like this report says it will. Even though art majors are consistently popular, it will not change the fact that the university does not value the arts as much as STEM majors.

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I have concerns over the implications of merging the Colleges of Geosciences, Science, and Liberal Arts. As a staff member at IODP within the College of Geosciences, I view the College of Geosciences as being unique in its ability to support IODP. IODP has highly specialized needs that would not be compatible with centralization within the university (e.g. needing our own travel and HR departments that can efficiently and rapidly handle situations). Further, my impression is that NSF views it favorably that IODP is housed within a College of Geosciences, where College leadership understand IODP's mission and advocate for the program. With the renewal of IODP coming up, and building of a new drilling vessel, this leadership and advocacy will be important. Secondly, as someone who teaches and mentors students within the College of Geosciences, I have concerns about the impact of the merger on students and faculty. While merging could increase interdisciplinary courses and collaborations, my understanding is that having a separate College of Geosciences is an excellent recruitment tool for students, where they know they will receive quality, individualized educations, and an important component of placing students in jobs post-graduation, as the caliber of graduates of A&M's College of Geosciences is known within the industry. I am curious to know what the evidence is behind the MGT report's statement that the combined colleges will "heighten its stature," as it seems the individual colleges will actually lose an aspect that makes them unique and appealing to students. The primary motivation for the merger appears to be cost-savings achieved by centralizing administration, which, in my opinion, could do a disservice to students, faculty, and the centers for excellence within all of the colleges by decreasing the efficiency and individual relationships built within slightly smaller units.

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While I'm not a biologist, I find it strange that biology would move out of Arts and Sciences even while they would still take the large majority of their courses in the College of Arts and Sciences. Biological Life Sciences also seems redundant; maybe just Biological Sciences should this institute happen. While I agree in having students already taking similar courses together, I am interested in knowing more about the disciplines of the BIMS and BIOL degrees and how they are different enough to warrant separate departments. If they both need biology degrees and differ only at the graduate level, then only appropriate undergraduate programs should persist. Regardless, these seem to fit with Arts and Sciences, as biology is a science. Do our peer institutions also separate biology and place it in another college? Again, incredibly disappointed in the sources to support these recommendations (e.g. Rutgers is not a peer institution).

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Report recommendations of additions of departments and centers would strengthen the University as well as help with recruitment.

Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning No. Over the years donors and administrators have invested a lot of time, energy and money to enhance the interdisciplinary synergies realized by having the current disciplines in the same college (architecture, landscape architecture, urban planning, construction science, and visualization). If, as the college leadership requested – the name be changed to College of the Built Environments – it would probably have been clearer to MGT how these academic disciplines work together and strengthen our student's learning and experience outcomes. Establish a School of Visual and Performing Arts with new departments in music, performing arts and fine arts, and relocate the Department of Visualization to anchor this new school Two options make sense to me – either creating a new college with music and performing arts (if it can be determined that prospective student enrollment would support this): -Create a College of Architecture, Visual and Performing Arts, making the College of Architecture (with all of its current components) the cornerstone of the new unit. What MGT didn't discover in their review is that architecture, construction science, visualization, landscape architecture and urban planning are integrally intertwined in industry – and in the best interest of students should remain in the same college. Architects and construction manager work together throughout most of a building project's life. Engineers come and go to the project based on their area of expertise. All of the current disciplines housed in the College of Architecture have strong connections to visualization with designing in both real and virtual worlds. -Create a College of Music and Performing Arts using Reed Arena and the Rudder theaters as performance facilities until/if strong community support can show a sustainable demand. Establish a Department of Journalism Yes! It never should have been abolished, instead it should have been strengthened. Move political science to the Bush School of Government and Public Service That makes sense Move all University Studies Students to the College of Arts and Sciences Not a good idea. The few college's that have university studies offer focused creativity in developing independent studies degrees that help students go where they want to in the future. In the case of the College of Architecture, university studies students combine courses across the interrelated disciplines to blaze a path to a number of unexpected careers (i.e. package designer, stage designer, video editor, marketing professional). University studies students in the College of Architecture have higher GPAs and are more self-motivated than most of the traditional majors. They are not, like MGT suggested "unqualified." Consolidate the Department of Health and Kinesiology in the School of Public Health and Move Technology Management Degree Program to the Department of Engineering Technology Not a good idea. Public health has a community focus while health and kinesiology have an individual focus. To serve students best, having a clear delineation of these disciplines and having them in a college with teaching (since many who major in health or kinesiology become teachers) makes the most sense. If technology management as offered is a highly sought-after knowledge/experience set that makes our graduates highly employable. It is a combination of technical, business and educational skills that attract a different type of student that engineering technology does. Combining College of Liberal Arts, the College of Science and the College of Geosciences to create a new College of Arts and Sciences After further evaluation of the possible unintended consequences of combining these colleges, this recommendation might make sense – if it doesn't negatively impact students. Elevate the Higher Education Center at McAllen If McAllen and our other teaching centers are sustainable as system campuses, it would be worth the investment to expand and strengthen them. If they better serve students as teaching centers, moving all branch locations (i.e. Round Rock and possibly McAllen, etc.) under one assistant or associate provost makes sense to me.

I think centralizing advising will do a tremendous disservice to our students. A centralized process will take away from departments' ability to be flexible and respond to student needs. I do not agree with the idea that a centralized system will be able to better serve students than a department level system. Just as people in Texas better understand the needs of Texans than people in Washington do, departments better understand the needs of their students than a university level system would. Moving to a university level system would only serve to empower those who control it. I understand why that matters to some in the university, but the idea that it is being done to save money or benefit students is misguided at best.

Re: the college aggregation of Geosciences, science and liberal arts, I believe if this provides some parity across peer institutions, this is a smart step. I am sad however, to see two feathers being plucked from the College of Architecture's proverbial hat (VIZA and COSC). As an undergraduate of the COA (ENDS '02), and a M.S. graduate from the famed "Viz Lab" program ('08)... That being sad - change can be good and I think moving Viz to a more sensical ARTS program is a good thing that will enable the unit to better recruit students and donors that are excited at the prospect of building a new legacy on campus.



I agree with this realignment, especially the integration of music/arts as a focus.

I think we should leave Texas A&M University as it is. We are ranked one of the top institutions in the Nation. Students come here from all over the world, because of our Colleges. A great example is our Department of Visualization in the College of Architecture. Our students are getting high paying jobs with DreamWorks and Pixar before they graduate. The Students know that The Department of Visualization is a very competitive program and want to come here. This department is what makes the College of Architecture a strong college, along with the Department of Construction Science. The Libraries should stay as it is. There are many components to the Libraries that probably would not exist, if moved into a Department. A good way to test or research this, is to look at other Universities that have this model. Are they as competitive as Texas A&M University? Are they comparable like The University of Texas?

Recommendation #5 would be a mistake. The department of Biology does not belong in the Ag School, it belongs solidly in the College of Arts and Sciences along with Chemistry, Physics, Math and Statistics- sciences based on hypothesis driven basic research and not on Ag applications. Biology as a department functions as an efficient teaching and research unit. While adding the Biology Dept. to the Ag school would definitely upgrade the ratings on the Ag school, it would seriously detract from the upward trajectory of the Biology Department whose strategic plan has been a driving force for real advances in teaching methods, research initiatives and facilities improvements. There is no data in this report to support the idea that moving Biology to the Ag school would benefit the University as a whole, and may drive a large loss of retention and donor dollars. A more rational move would be to bring Biochemistry and Biophysics into the College of Arts and Sciences and out of the Ag school.

This is only stated to extend to administrative reorganization and oversight over programmatic decisions. Is bigger, better?

Wow. Again, the realignment they suggest would entail college deans be willing to give up power and money. Anything is possible but it would be a huge paradigm shift.

I feel that combining Liberal Arts, Science, and Geosciences to create the College of Arts and Sciences is not a good idea. Rather than boosting liberal arts, it will water down the sciences. If you want to combine the colleges of Science and Geoscience, that is understandable, but don't put liberal arts into that mix. The LA can be supported on its own-it doesn't need to be part of the science to increase its funding or expand its offerings. However, our goal should not be to expand programs that do not provide return on investments for students--they need to get jobs after graduation.

My comments pertain to the mission of the College of Geosciences. I work for the International Ocean Discovery Program (IODP). IODP was not mentioned explicitly in the report but is a large research organization that belongs to the College. IODP has been housed at TAMU since 1983, has >100 staff, and is responsible for implementing complex, seagoing research expeditions with the JOIDES Resolution drillship on behalf of NSF. IODP is in fact the largest NSF grant TAMU gets and has elevated the University's position among large research institutions. IODP research scientists teach and mentor students in the College of Geosciences. The US and the world are currently in a critical period where we are fighting for the health of the planet and for trying to figure out how to utilize conventional and renewable resources to produce energy. The current small size of the College makes it an attractive destination for students and also makes it easier for the College to be flexible and innovative. This advantage would be lost if it is merged in a large college triple or quadruple its size. IODP also presents some special operational challenges, which I will address in the HR and IT sections below.

More transparency is needed in regards to the status of the schools/colleges (e.g. Mays, Bush School, College of Education and Human Development, Architecture) that do not fall within the four large academic unit models. Will those schools/colleges operate independently?

The Biology Department is well-regarded among the students and is growing. They teach excellent classes and have a great seminar series. Their graduate students are HAPPY in their program. The devastating impact of moving the program on the current students will have an extremely negative impact on the Texas A&M retention and graduation rate statistics. Additionally, the proposal to move a major into a department that already has a different major with separate classes that is being relocated to a new Institute sounds like more confusion than it promises to alleviate. Among the students on campus, it is very clear to them which major they wish to be part of based on their future plans and how hard they want to work while on campus. It is well known among veteran staff and advanced students that BIMS is a less-rigorous major, Biology and Genetics are a solid programs of study, and Biochemistry is rigorous and difficult. Most students move down from the most rigorous major to the medium or lighter majors that allow them to complete the prerequisites for professional and medical school. Removing these options will likely impact on the

number of former students that acquire advanced degrees and can donate back to the university. The name proposed as "Institute for Biological Life Sciences" sounds incredibly uneducated to a Biologist as it is redundant and doesn't particularly distinguish itself from other units on campus also studying the Life Sciences. A Department of Library Sciences seems to me the place that would train librarians, not the people doing research in new and innovative ways since that is what every graduate program in every department already does in a manner tailored to their discipline.

Based on the lack of information in the report regarding the Mays Business School - I had difficulty visualizing how the new formed four large units listed (as listed: AgriLife, Engineering, Arts and Sciences, and Texas A&M Health) encompassed or included the business school and its impact. As a parent whose two children were very successful at Mays and in their subsequent careers, I would have expected the report to make that list FIVE units that create the academic foundation with Mays an equal to any of those four listed. Otherwise the rationale for the proposed changes makes sense.

Agreed that some academic realignment is needed. In your report I do not see that the Mays School of Business was mentioned. They are a large part of this university. In the condition of our global condition it would be logical to invest more in our geoscientist. They are working on research that will can help save our planet. The students we are developing also have the desire to improve our planet. Each day there seems to be a new disaster such as flooding, historic rain fall, massive fires and the list goes on. The university should be investing more money in this area that will potentially have a major impact on our earth. Less focus on a school of dance and music is needed. There are smaller liberal arts instituions that students with those interest can attend. Our university is not just a land grant instituion but we have the distinct honor of being a land, sea and space grant institution. The College of Geosciences is heavily involved in all of those areas. Many of our degree plans are STEM degrees and should not be lumped into a liberal arts college. We are privileged to have a College of Geosciences because few colleges do. The college itself brings much pride to our students. The feedback I have received from students is that they would be devastated and embarrassed to be housed in a liberal arts college. Stature is not rated by being the largest which is one of your points for combining LA, SC and GE. Stature is earned by producing sound and solid students in their fields. You reference that this realignment would redefine the new college as one of the 4 legs in the stool. Again I mention that the Mays school of business was not even mentioned. Which leg would they be on this stool? Lastly, no one mentioned or reviewed the Graduate Professional School (GPS). They are one of the most disfunctional colleges on this campus. It is in total array. Such a high turnover of employees it typically a sign of managment or lack of.

I do not agree with combining liberal arts with sciences. These seem to me to be two very divergent areas of study. This takes away from the familiarity and more intimate groups within each area. It feels like this is more about saving money for administrative and faculty expenses rather than about what is best for academic achievement for students.

The idea of combining Liberal Arts, Science, and Geoscience into a College of Liberal Arts and Sciences is a great idea. It would be nice to be a part of a larger college that could potentially gain and allocate more resources than a smaller college could. But the Department of Biology should remain within the College of Science, even if it is combined with arts and geoscience. Not having a stand alone biology department would make us an outlier among universities worldwide. There are no other examples in the top 150 universities besides Cornell that do not have a biology department. The Department of Biology is extremely effective and efficient. We have grow by 40% over the last two years, in number of students and hiring of faculty. We have done this with limited resources and without a 40% increase in staff hiring. So the statement that the department of biology is underperforming is blatantly false, and the comment itself has done more to hurt the perception of the department than anything the department has done. We have grown so much over the past few years and are on an upward trajectory with no end in sight, but moving biology to COALS would interfere with the momentum that we have gained thus far.

I am very concerned about the merger of Liberal Arts and Sciences. I have been at institutions that had combined and separate colleges, and from a student perspective I cannot say that I saw a difference. However, post-degrees I have seen great value in having a separate College of Geoscience (or similar). Though not chosen as peer institutions in the report, schools like UT Austin and University of Oklahoma have Geosciences colleges/schools that highlight the strengths of these programs internationally. Most universities do not have a college dedicated to Geosciences because they do not have a large number of faculty and programs, like atmospheric sciences and geology, are combined in a single department. Texas A&M's Geosciences program continues to grow in size and recognition nationally and internationally. Giving these programs their own college demonstrates the importance of this work at TAMU and will continue to attract students and industry recruiters. Yes, the College is small compared to others within TAMU, but I do not believe this adds layers of inefficiency. I work at the International Ocean Discovery Program (IODP), housed within the College of

Geosciences. This program brings in tens of millions of federal dollars annually and is the largest Geosciences NSF facility in the country. The current program will end in 2024 and I hope that TAMU will submit a proposal to continue hosting the program. However, this will require a lot of work by the Dean of the College. If IODP is brought under a LA&S college, I am very concerned that the Dean will not have time nor the interest to continue IODP. We need to have administrators at TAMU advocate for us and work with NSF. Losing IODP would be a major blow to the Geosciences program at TAMU and its prestige.

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I agree that trying to reduce the redundancy in the life sciences is a good idea. I'm concerned about moving the department of biology to the very applied agency of AgriLife. The culture of the department as being focused on fundamental science could be hurt or underappreciated in that agency. Perhaps students interested in the life sciences in general could start in biology within the College of Arts & Sciences (where University Studies will be centered, anyway, in case they want to move more broadly), and then transfer to AgriLife later in their career.

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I agree with creating a College of Arts and Sciences. Only concern is having a dean that has no interest or background in anything regarding Liberal Arts and vice versa. There must be a dean that can support and has knowledge of both. I love the idea of a school of visual arts. TAMU is losing students to other schools because it has no Music degree program, and yes visualization should be a part of School of Visual Arts. I also agree that a Department of Journalism should be at TAMU. I did not get my degree at TAMU for this reason. There was no Journalism degree at TAMU when I was going to college many years ago. I don't know about a new small animal hospital. I don't know how old the building is. Only if it is needed.

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Climate change is an existential threat to Texas, Texas A&M, and the world, and however the geosciences disciplines are reorganized, their UNIQUE ability to tackle this huge threat must be empowered, not limited. Geosciences students and graduates are going to be the leaders who help the world deal with, mitigate, and survive climate change. Additionally, reorganizing three colleges into one College of Arts and Sciences solely for efficiency reasons seems to have many blindspots - what about the quality of the students' educational experience? How will we help students not fall through the cracks or not just be a number in a sea of students? Geosciences students LOVE their small college and deeply value being a Geosciences student. That is a value statement, and the monetary value of that attachment is going to be lost/damaged in this realignment. Also, the Texas A&M Libraries do not need to be moved or realigned. They do terrific work for every discipline on campus, and do not need to be changed. Adding a Masters of Library Science to TAMU would be a good idea, but otherwise please leave Libraries as they are.

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Not Sure that combining Liberal Arts and the Sciences together is a very smart idea. Now you take away at least one Dean position. A Dean position is something all faculty members strive for. The opportunity to begun a Dean is something people will come to this University. I really can't see why a school with a major emphasis on Engineering and Architecture would even entertain the idea burying the Geoscience College in a Arts and Science College. Geoscience is a key component on which Engineering and Architecture are built. Not sure a four legged stool with the Health Science as a leg is a good fit for this University. Health Science is a pretty weak leg and one that struggles to be a team player with the rest of the University.

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While I would always wish that the College of Geosciences could stay separate and not be combined, I know that will probably not be the outcome. With that being said, I would like to express my sincere hope that Ms. Barbara Bayer, Assistant Dean for Finance and Administration in Geosciences, would be asked to help lead the Business/HR part of the merger if it should happen. I have been employed with the College of Geosciences for nearly 40 years. In all my years, Barbara has by far been the best leader in our business area. She has reorganized our whole business structure and it has made us a cohesive team! She is smart, driven, organized and would be a tremendous asset for making this huge task a successful endeavor. She always thinks one step ahead. She has experience and knowledge in academics, research, financial/budgets, HR, etc. – all the areas that will be needed to make a transition of this magnitude.

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About Recommendation #6 “Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences” This is a demotion for the Libraries. We have our own Dean and four Associate Deans. We function as a College in our own right with our Dean having decision-making and purchasing authority. The Libraries exist to serve and support ALL Colleges equally, we should not be absorbed into a single College’s reporting structure. To do so would create a conflict of interest in purchasing decisions and in priorities handed down to the five different Libraries faculty and staff. Putting a Dean of the Colleges of Arts and Sciences in charge of the Libraries (a Dean that I assume would not have a library degree) does serious damage to TAMU Libraries ability to recruit and retain top-quality faculty librarians. The Libraries should have their own Dean with decision-making and purchasing power. Perhaps the consultants don’t understand the difference between a library school (staffed with PhD faculty who

are tasked with educating future librarians) and the TAMU University Libraries, which operate with masters-degree-holding faculty and offer services, programs, and instructional/research support to graduate and undergraduate students and faculty in all the colleges at TAMU. There are already three well-established, American Library Association accredited, library schools in Texas with PhD-wielding faculty. Those schools are competing for enrollment. Texas Tech recently attempted to start a program but they were unable to obtain ALA accreditation. Texas doesn't need another school; there is no huge career market for librarians. The entry-level degree required for a career in libraries is an ALA accredited Masters in Library Science. There is very little career market for bachelors degrees in library science, so TAMU would be wasting its resources offering it.

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Recommendation #6 - Merge the University Libraries ... I will preface my comments with noting that I work in the Libraries. When I read "rational #6" I get the sense the Libraries are simply an afterthought in this report. Someone disassembled the machine and when putting it back together found a spare part (the Libraries) and then proceeded to "find" somewhere to put us. This is evidenced especially by the statement "... offers an academic department home ...", as if we are homeless at the moment. I am not a librarian but understand there are multiple library schools in Texas. Referring again to the Bureau of Labor Statistics there doesn't appear to be an expected increase in demand for librarians (<https://www.bls.gov/ooh/education-training-and-library/librarians.htm>), simply the average for all occupations. I am skeptical that creating a Department of Library Sciences is a prudent course of action. It isn't clear to me if the proposed course load is simply formalizing the instruction and literacy outreach librarians are currently doing or is additional. If it's additional, there will be some significant offloading of duties (onto who?) involved in simply keeping the buildings open and the curation of the collection. Not everything is digital so we built a robust infrastructure to preserve collections and make them widely accessible. This work is ongoing so removing components (librarians) would negatively impact this work. During my time at the university I've heard people talk about "enterprise" services. I would submit that the Libraries provide an enterprise service. We are analogous to Switzerland - friendly with all parties but neutral. I fear this neutrality will be impacted, intentionally or not, by putting the libraries under the College of Arts & Sciences. Where will our loyalties lie? Do the favorite journals of the other colleges take deeper cuts compared to those of the arts & sciences? Would we then favor our own college's students (implicit or otherwise)? We have already established a learning commons with the formally named Business Library & Collaboration Commons. Absent the construction of an entirely new building we continue to collect input from our customers and adjust our services to be more in line with the learning commons service model. We continue to review collection usage and relocate unused materials to archival storage at the RELLIS campus. It takes time to clear space and then requires funding to remodel in a well thought out manner. We want to do this and have been working toward it within our means. Perhaps it was overlooked but the Writing Center is housed in the Evans Library and we provide them space in the Business Library & Collaboration Commons. This arrangement has been in place for years. We currently share conference rooms and coordinated with them during our last major remodeling project. Until recently the Office of Graduate Studies had offices in the libraries, this was a multi-year arrangement. We developed Vireo specifically for OGS to support the electronic ingestion and publication of theses and dissertations.

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None

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I believe the perception of the Biology department as underperforming is an outdated perception. Over the last few years, the department of biology has taken on more students and more faculty, all with no increase in staff. The staff in particular have shown incredibly efficiency and resilience during these increases and in the face of covid-19. In the face of the pandemic, the faculty and students of the department of biology have also shown incredible resiliency during a very difficult time. The rapid increase in students and faculty numbers, as well as the covid-19 response, have been supported by an entire department committed to excellence in research and education. Between teaching success and hiring new tenure-track faculty, the biology department is on an upward trajectory with a new department head at the helm. My comments are that I want to suggest the department remains as an intact department in the outcome of the changes across the university. It has an incredible team of people in every position, and there are many potential ways to keep growing with the teamwork and efficiency shown by this department. I have seen firsthand the collaborations and support from the College of Science for the biology department and my opinion is that losing that support could have a large impact on members of all departments in the new College of Arts and Sciences. Since 2010, I have been an undergraduate student, graduate student, and now staff member in the biology department. I have seen the commitment of its members, and the path of improvement it has been on for years in the College of Science and the university as a whole. I feel the best way to continue this growth is to keep the department intact, and to allow the

members of the department the chance to continue improving and working hard for this university that we all care deeply about. Thank you for considering my feedback.

I probably ought to say, I'm sorry that in the following words an evident train of thought may not be found :) Perhaps it will be more boring than nonsensical :) The first reference mentioned in this section is an article from the Chronicle of Higher Education, "Shared governance over time", which gives statistical information for the types of decisions with which faculty have been involved. Basically the next step in the Review is the recommendation to combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. In the early 1960's the College of Arts and Sciences was split into the three separate colleges. Faculty were involved in the decision in the 1960's, though probably with a limited purview (the questions they were asked to address), and it was the science faculty who were instrumental in splitting into individual colleges. The Department of Visualization uses computer software to model and create much of its content, as I understand. I wonder if more of their work is technical rather than performative. Concerning the Bush School, and I am sure this is known by many and may be mentioned by many, there is a small Policy Sciences and Economics Library located there that is part of the A&M Libraries and it has an important role of making books available to students without requiring travel to main campus and also for the librarian support available there for students. The Presidential Library is not part of the A&M University Libraries, not answering to the A&M Libraries and not funded by the A&M Libraries. Regarding Finding #6, having to do with A&M librarians and the library itself. I agree with the leading statement regarding information skills. I am not so sure how much can be taught in an individual library consultation. I was actually thinking about the classes that university faculty often request that the librarians teach, usually tailoring general library instruction with class assignments or purposes. A consultation is a scheduled meeting requested by student, staff, or faculty with a librarian, typically for guidance on how to research a given subject using library and other resources. (I myself support the software EndNote, so I also meet with customers in this way, however, typical consultations would be much more focused on library resources. Since I do not have these kinds of meetings and do not have as refined a sense of information literacy and its components, I am not sure I can describe consultations very well. They do seem too brief and limited in possible scope to help the students as much as possible or to meet the need or to convey the knowledge that is being given in consultations.) Though consultations may seem limited in time to fully instruct, going from what might be one hour of interaction to several meetings and several hours does not seem to follow. Reference questions have been declining basically everywhere since Google was established. I understand that there were internet search sites before Google, however, from the year Google was established, libraries have received fewer and fewer research questions. At the same time, when we interact with students or faculty and staff, it does not seem that they know the things we tell them in reference interactions. It is much easier to search Google and find some related information than it used to be to go to the library and find what books had the needed information. When libraries study what is going on with students (for example, Studying Students: The Undergraduate Research Project at the University of Rochester, an ethnographic study of how students do research) some sources say that students do not think of the library as a possible help with their schoolwork and it seems in many cases their teachers are not giving them an incentive or indication to visit the library. An established researcher working in their own field might not miss opportunities doing so, however, even an established researcher might be benefitted with asking at the library. Regarding recommendation #6, merging the libraries into the new College of Arts and Sciences, the library is busy with work totally unlike classes. Some library interactions can be educational and doubtless can be very beneficial for students' classwork, however, much of what is going on in the building with the number of students is studying without interaction with library personnel unless problems are encountered like too much noise. A significant use of funds and attention is paid to using the funds to purchase books and electronic resources (typically databases for finding journal articles and selection and purchase of ebooks). There are also one class instruction sessions and consultations taking place, but these may account for about 10% (or less) of the visitors in the building during business hours and maybe 1% at other times. In the Library Peer Institution Review, mention is made of the article by Bolin. She mentioned an article by Hill, "Constant Vigilance, Babelfish, and Foot Surgery: Perspectives on Faculty Status and Tenure for Academic Librarians". She makes a good case for the amount of work involved throughout the library to support those going up for tenure. Just commenting on her title--she is speaking of the vigilance required to deal with new administrators who are unaccustomed to libraries and what faculty status involves there. She mentions at one point that she did not like the idea of faculty status for librarians and yet now does. This gives the sense that it is not an overwhelming case for or against. Babelfish was a translation program on the internet that didn't always translate things right; and that goes with the need to explain what faculty status means in the library field; i thought her article did a good job of that; foot surgery had to do with the experience of fitting skates on

boots that did not fit and the harm that that caused and the relief in finding boots (a faculty process) that fit the library application. I wonder if the opportunity to provide a learning commons model will be very successful. As I mentioned, right now students do not seem to be at the library to work with library personnel or even make use of things the library makes available other than physical resources such as study space, study rooms, a relatively quiet area with snacks and coffee available; some students like to study around books :) To say, let's us two or three programs work together and really wow them; will they be wowed? Learning commons have been much-discussed and probably visited by many libraries. It seems surprising to hear about the library leader, once they're put into the College of Arts and Sciences will have the opportunity to try to make the learning commons successful.

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Again, kudos for attention to the Liberal Arts. Journalism - YES!!!! Consolidating Biological Sciences offering. Expect hurt feelings. Proceed as planned. OUTSTANDING recognition of Library Sciences. Long needed. Longer deserved. TAMH - TAMU relationship is tense and rocky at its very best. Expect hurt feelings. Proceed as planned WITH ONE CAVEAT: TAMU has not sufficiently considered that clinical operations and the interface between professional health students and patients is VASTLY different from any other teaching field. Invest time and close examination to retain and expand needed clinical administration and compliance. Many health professions students work in academics, research and clinical practice all at the same time. We need cooperative convergence at the interface of the three respective management areas.

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This does not impact me personally, but I could see how Liberal Arts folks are worried about being potentially buried in a College of Liberal Arts and Sciences. However, some folks have also noted that this works in other institutions. I think this, and all, decisions, should be considered in light to TAMU peer institutions, with specific examples provided and metrics reported as to how these mergers positively impacted all parties. The Bush School part makes sense, however, the creation of a journalism department seems strange, given that the journalism department was dissolved years ago. Again, it seems as though some of these recommendations were made without consideration of TAMU history or structures. I understand that data say what they say, but recommendations should be made with regard to previous initiatives, or at least recognition that some recommendations are in contrast to the way things have previously functioned. I disagree with the wholesale realignment of the health and kinesiology programs into the School of Public Health. Again, this makes sense on paper, but huge parts of these programs rely on knowledge and understanding of K-12 school contexts and early childhood and adolescent psychology, which is why they are currently housed in CEHD.

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Finding #9d - moving the technology management degree to Engineering Technology may have a negative impact on the current degree seeking students. They are in an engineering degree program and receive an engineering degree. The Tech Management degree program has different standards for coursework that does not align with the engineering requirements.

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Makes perfect sense to align Arts and Sciences. Many of our peer campuses have this model. By combining these two schools, they will make one of the largest in the university. Also, this is a much better alignment for student desires and make interdisciplinary work within the new college more effective.

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I am concerned with how this would impact current employees positions. Would departments in turn be eliminated completely, in turn costing people their positions. Would people maybe be reassigned to other departments on campus to alleviate terminations? I believe it could be a good change because it can help with increasing our student count. I believe it could also give departments other opportunities that they previously wouldn't have had access too.

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It feels, from reading this report that the major idea is to upgrade and realign to improve structure and focus the "professional" schools on the work of certifying professionals (Vet Med, Education, Mays, Architecture). It raises a few questions: Will faculty research suffer? Are there grants or funding sources that may be negatively impacted now or in the future? Will there be any negative impacts on recruiting high level faculty or retaining those we already have? I don't understand the use of the term "Institute" for Biological Life Sciences. What is the difference between a department and an institute that makes this desirable? KINE may be a good fit to Public Health and elevate it, but will there be negative impacts on KINE? Is this the best fit for student success to be achieved? Many colleges did not initially like the University Studies degree, but students have seemed to thrive with it. Housing it in one location with access to courses all over campus would elevate this program and add some consistency, possibly making it easier for students to access. If a new animal hospital is built, who will use it? Right now, the cost of using the small animal clinic is prohibitive. All the people I know won't take their pets there because of the high cost of services. Moving the arts to different locations focuses on our strengths and keeps them from being scattered across campus. Are there any discipline specific accreditation, THECB or SACSCOC considerations that may warrant attention before these academic shifts occur?

The academic realignments, where consolidation and regrouping were outlined, made sense.

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Creating a fine arts program would be beneficial. With that there needs to be more marketing for that program as the Performance Studies department great students but they need to be promoted more to show how great they are at what they do. If that program is created I would want to see them have more availability to actually have a space big enough to perform. They are currently housed in the liberal arts and humanities building and only around 65 students are able to come see performances in the Black Box theater and they do not have a stage that makes them limited on what they are able to do. Rudder has wonderful performances and it would be neat to see more collaborations with those that put on performances there. I worked with Political Science and I think it is a great opportunity for them to merge with the Bush School. They use to be housed in the same building and it seemed like collaborations were frequent when I worked there. I do not agree that construction science should be taken away from the college of architecture. After speaking to some students/friends/colleagues from the college of engineering and some from architecture opinions and thoughts were that this would hurt many of those in architecture as construction science has a well established platform in architecture and this is the biggest major in the college with the most students enrolled. Engineering already has a vast amount of disciplines including civil engineering. What sets Construction Science apart is that it is more of a community and tight knit group. If we take away Construction Science and Visualization from ARCH there will be a lot of hits to the College of Architecture. As a university we need to show that each department/college/unit is valued equally and how these moves don't just benefit one entity. I don't see the benefit of Liberal arts and sciences merging into a mega college. It seems like both sciences together would align better as many of those in Geosciences take classes within the college of sciences, that would work better for both programs. Creating a big college does not seem like the best course of action in this area especially when we look at the enrollment of the "big" colleges we are looking at. Again as stated previously we are a unique university. If we look at A&M through a lens we are completely different than most universities and bring something that only land grant universities can bring to the table. What if A&M creates new systems that would be unique to universities of this size?

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Rather than adding one or more required courses (in library instruction) to already heavily committed undergraduate coursework - and thus cutting number of elective courses further - expand existing embedded teaching programs and task the library, in partnership with academic department, to develop targeted online modules that compliment classes. This allows engineers to have information literacy teaching focused on their needs, and education majors to also have focused teaching. Requiring engineers to learn how English majors experience information literacy is a recipe for disaster.

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Combining colleges does not reduce administrative structures: you can't expect the same number of people do handle triple to volume of work, as combining three colleges into one would require. I cannot imagine why in the world we would create a Department of Journalism. We used to have one and got rid of it not that long ago because of low enrollment. Why on earth would we bring it back, especially in the face of, as you say, "local newsrooms closing and downsizing at expedited rates." Is the idea for this department to single-handedly revive the local journalism industry? I genuinely cannot think of a legitimate reason for A&M to invest in this. If the idea is to provide good journalism for the good of the state, then create an institute or outreach program for it, but don't sink more money into a program that no students want to major in. The rationale for moving University Studies to the College of Arts and Sciences makes no sense. By that logic, you could move ALL degrees to that college because the College of Arts and Sciences would become primarily responsible for the university core curriculum. If students are focusing their University Studies degrees in a particular area, let them be in that area. The rationale for reorganizing the College of Architecture also makes no sense. Removing VIZA doesn't allow for it to grow, expand faculty, and position itself as a uniquely qualified to meet the needs of a very specialized industry. That's possible within the College of Architecture – it just requires an investment of funds and space, which the university could just as easily give to the College of Architecture. You don't need to move them in order to do that. The report mentions strong ties between Construction Science and various Engineering programs, completely ignoring connections it has with ARCH, LAUP, and VIZA within the College of Architecture. Again, there is no need to move this department.

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Department of Journalism would be "brought back," not created. The Department of Journalism was dissolved in 2003. What would keep the same thing from happening again after effort put in to bringing it back. I am thoroughly against having all the sciences combined with liberal arts just to make a huge college. It seems like centralizing advising would

make advisors who are simply generalists, not particularly well-versed in any particular department.

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Create a Journalism college. No I think not. The argument put forward jumped from a commentary about lack of trust in media to the unsupported statement about expanding a program. Instead the justification centered around the notion that "We" would benefit from greater media literacy. Training a group of media literate individuals just makes more potential employees for the current untrusted media. We'd do better to buttress a Technical Communications degree program oriented toward an employable skill. STEM as a goal set in a Liberal arts College is frankly laughable. The idea that we as an institution will benefit from this is also unfortunate. Liberal arts degrees aren't particularly marketable aside from within academics. The STEM goal set within visualization will be laundered to support non technical MFA programs in the fine arts. Unfortunately, I am acquainted with too many MFA's as it stands. This degree isn't particularly employable outside of Academics and as such shouldn't enjoy support. Construction Science runs a real risk of losing its identity to the interests of Civil Engineering. As it stands COSC is a management degree that enjoys huge support from constituent corporations that seek input into a product. (the Student). If they disappear into the juggernaut that is engineering, these students interested in management might as well get a PMP (project management certification). This is a functional degree. Cosc has a fairly active donor base. I wonder if a cost assessment has been performed as to foundation loss, and loss of donors to the College/University. The Department of Architecture lacks the leadership to be a world class organization. Restructuring is required. As it stands we've been unable to attract any valid Dean or Department head candidates for the last several years. In all honesty, this looks like creation of low hanging fruit to be eliminated in the future in favor of Architectural engineering. The idea that a stand alone college might perform better is ludicrous. We currently have a real 40 percent loss once you recognize that USAR is just the catch all for those who didn't "make the Grade". Our historical management has never been able to shake the cognitive dissonance that they get from reading their own press. They seem to actually believe it. The shop and Makerspace functions within the College will become low hanging fruit similar to the Technical Reference Center (TRC) and will be done away with in favor of Faculty interests. Increase the size of the Bush School? I am ambivalent about increasing the role of the Political Science Department in an organization that is successful as it is. Adding numbers does not increase excellence, it just lowers the statistical basis. Actually this is a prime example of a move to certify the notion that Texas A&M is good at being big, not at being good. A merger with poly Sci whose mission is supposed to be about education is nothing but a mission mismatch and a watering down of the Bush Schools nominal excellence. The notion that we are inefficient when it comes to the presentation of our Biology programs is disturbing. If our Biology department is inefficient then merge them or redistribute them to the two other entities. The idea that all will do well under a newly created Arts and Sciences department simply means that the various scientific interests of Agriculture, as opposed to Biomedical, will be generalized to a single interest set as is the case of other Universities like this. The "generalization" of Biology will result in the unintended consequence of weakening the support of Bio research in agriculture at a time when modern agriculture is most in need of the next technological leap. Our diverse interest set in Biology is a strength, not a "cost inefficiency". Merge the Libraries with the College of Arts and Science? Because we have Librarians capable of teaching. Not really, no. Our Library Staff are not big enough to stand up a Library Science Degree. Additionally, have you noticed that much of our teaching is done by instructors with masters degrees in a specialty, not by people trained as educators? It's one of the greatest fallacies in higher education in general, never mind by an institution with a tradition of education student with at least two classes a year taught by mostly English capable international T.A.'s. Alignment of Staff to a general titular organization removes them from the need to respond to the organizations they serve. A business office under FMO isn't helpful to a college in need of help. I suggest that the flexibility of local solutions might become problematic under a one size fits all staffing solution.

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The idea of 4 mega colleges is interesting, but it reduces the strength of other colleges that aren't listed such as Mays Business School and Vet Med. These Colleges provide prestige to TAMU and have made names for themselves. Additionally, the University Libraries would die if it fell under the College of Arts and Sciences. The purpose of the Library is to be the indispensable Hub of discovery, learning, and creativity for the entire University. It supports both students and researchers across 7 buildings, and sites across Texas. If the Library is pigeonholed into a single college then thousands of students will not be supported. Additionally, an idea of an information resources program is different from the current function of the 300 plus employee population of the Libraries. The Library already has strong partnerships across campus with Engineering, Ag Life, HSC, Mays, and other groups such as the Writing Center, and the Bush School to provide information resources to the TAMU community. The Library needs to stand alone as its own College just as many other University Libraries are across the country.



This would take so much from each of the proposed colleges merging these colleges together. You can not evaluate or operate the difference between apples and oranges. ie- humanities and social sciences?

Recommendation #9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. The rationale to move HLKN Dept from CEHD to SPH was narrowly focused on some perceived overlap of Health degree options. Given the number of students and multiple degree options within the department that includes health, kinesiology and sport management , it is worth looking at the entire organization in more detail. Also the HLKN Dean's office provides significant support in areas like academic advising and that needs to be taken into consideration when looking at moving the HLKN Department.

In regards to finding #9d, I would argue it makes more sense for the HLKN department within the College of Education and Human Development to absorb Public Health. HLKN serves 3400 undergraduate students, more if you include graduate students, and hundreds of faculty. Public Health is a much smaller program. Additionally, this finding and recommendation makes no mention of Kinesiology, PEAP, and Sport Management - all of whom exist within the Department of Health and Kinesiology. It makes absolutely no sense for Sport Management to move colleges which is why I think it would be better for Public Health to move in with HLKN. Public Health and Community Health are two completely different degree programs focusing on different areas of the health field.

Merging the science and liberal arts colleges isn't a good thing. It's better for a university to have a strong STEM program than strong arts programs. Improving the journalism program won't improve trust in news organizations for various reasons. It would be better to focus on writing courses in other majors, and improve job opportunities for those majors rather than wasting money on a journalism major. Science communication for example is something rarely discussed at A&M, and it would be better for a biology major to develop that writing skill and find that job than a journalism major. Merging the BIMS program with biology is a good idea if the degree maintains its flexibility. I chose BIMS instead of biology because all the elective credits I could choose what I wanted and was able to cater my degree to what I wanted to do. Incorporating a "create your own major" idea is good if advisors and career councilors can help you tailor your degree to finding a job.

I think considerable thought needs to be given to how we are styling colleges, schools, divisions, departments. It is clear from this report there was a general lack of understanding (particularly on the non-academic side) of the actual structure and the appropriate names associated with this structure. If the College of Arts and Sciences is created; there needs to be delineation about the structure at the next level. For example, the College of Arts and Sciences, School of Architecture. If that is the case, the Health Science Center should follow suit. The College of Health Science, School of Medicine. Or alternately, the Arts and Sciences Center, College of Architecture. Apply the same logic and styling to both. Liberal arts and sciences do not seem to mesh, in my mind. Science and Geosciences, yes. I do think it would be great to bolster performing arts and to establish a school of visual and performing arts (though I don't believe Texas A&M will ever be a leading school in this area.) I favor bringing back the Department of Journalism and partnering with others for this effort. Merging the Bush School and political science makes great sense, as do the remaining others.

Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. At face value this move presents a large opportunity for the university as a whole. I honestly believe that education and architecture could be further divided into what would become the remaining 5 colleges. There is a large overlap in education and what would be the Liberal arts and sciences so fully merging these would make sense. In the cases of departments like the Human resource development/ higher education administration group, they could be better suited in the Business School as their undergrads already require a business minor. Removing visualization from Architecture will dramatically shrink that college so converting it into a separate school within the Engineering super college. This would allow 6 large colleges to exist, the smallest being the Bush school. School of Visual and Performing Arts: This is a reversal of changes made 6 or 7 years ago that killed off the Performance studies department. Investment into the arts is critical for the development of a well rounded society. It is not a coincidence that the same age that brought us great thinkers like Copernicus and Galileo is also the time of Michelangelo and Raphael. re-Establish a Department of Journalism great idea. Increasing an emphasis on broadcast journalism, digital journalism, and photojournalism are needed.

Gutting the college of architecture is a giant mistake. Moving viz could make sense, but taking university studies and cosc would be terrible for the students in those programs. cosc would not get the attention it needs and deserves in engineering and those students would no longer benefit from all the interdisciplinary programs and classes they currently have. USARS moving does not make sense at all. these students are studying our programs, not some

generalized degree. it is the only way they can change majors while in school without starting over. COA is a 100+ year institution at this college and leaving us with only 600 students would be devastating to the level of education they receive.

My concern with the incorporation of more colleges under the Health Science Center campus is the lack of scholarship and grant funding available to students in the HSC. I work in the Scholarships and Financial Aid office and it is always difficult to explain to students how, though we are one University, the State of Texas sees the College Station campus and the Health Science Center campus as separate and, therefore, funds them separately. Students in the HSC are not eligible for Aggie Assurance, and we very often run out of Texas Grant funding for HSC students. Please consider the impact this will have on student financial situations before proceeding with this integration. There may definitely be an answer that I cannot determine from my viewpoint, but I wanted to express a concern that may not have been evident right away.

Recommendation #9a. Reassign the University Studies degree program exclusively to the College of Arts and Sciences. This could be a good reassignment to re-evaluate the degree plan requirements to ensure that students have more say in the degree setup and not have the degree solely used as a "catch" for students who can't get into other programs.

•The way the first recommendation is written makes it seem like this is a punishment to the School of Liberal Arts. If having the word liberal in the school's name is an issue, just make two separate schools. One of arts and one of Sciences. This is a good example of a recurring theme in this report where Texas A&M is being recommended to fit into a mold created at another institution without considering what makes these entities at Texas A&M unique. •Make the School of Visual and Performing Arts and make it a priority. Same with Journalism. Put the same resources towards these schools as you would any school in Engineering and they will pay enormous benefits. •Do not make TAMU Health into the UT Austin Medical System mold. •Before removing the undergraduate component of the Vet School, please consider the students who are on the accelerated 5-year plan. Programs that attract competitive students like this are what make <sup>T</sup><sub>SEP</sub>•The reorganization largely makes sense, with the exception of Marketing and Communications with is a whole mess. Texas A&M unique.

In my opinion merging departments is not so effective. However, some units may be transferred between the departments. These are the units which are not the core units of the departments

I mostly agreed with the recommendations in this section of the review, however, I don't see A&M expanding the arts curriculum. That would be understandable since A&M was founded as an Ag/ENGR school and is still widely known for that. I do believe moving visualization out of architecture would be helpful and give it more opportunity to shine on its own. I'm surprised A&M doesn't capitalize more on the successes of visualization graduates. Also, if creating a "standalone" JOUR department leads to better communication and programming from the KAMU team, then do it.

I think this portion of the suggestions will probably anger the most people. The School of Visual and Performing Arts makes sense as those degrees mentioned are absolutely redundant and confusing for students, but the department of Journalism makes no sense to me. There was a journalism major at TAMU within COMM and it was not successful, and there is currently an Agricultural Communications and Journalism degree within the College of Ag and Life Sciences that does all of the things that were communicated in recommendation #3 successfully but is ignored by this "comprehensive" review. The Bush School is a wonderful addition to campus and should be treated as such. Right now it is viewed as a separate entity and bringing it under the larger umbrella and focusing on its needs and capacity will provide a wealth of knowledge and opportunity to the students at TAMU. There have previously been issues with POLS department and other departments on campus with resources, and combining them could eliminate some of the potential crossover or competition for faculty, the Bush School has more prestige. There are too many crossovers and redundancies in faculty placement within what would be included in the new Institute of Biological Life Sciences. This compilation makes sense. Bringing Health services under TAMUHealth makes sense. Bringing HLKN into SPH makes sense, but will cause distention and anger. Moving the University Studies degree program exclusively to the College of Arts and Sciences eliminates opportunities for students to be in a US\*\* degree within the other colleges, which seems exclusionary instead of inclusionary. Each college keeping one or multiple US\*\* degrees makes sense because while the university core curriculum is necessary, it is also not the part of the US\*\* degree that makes them "Build your own".

The combining of biology programs makes sense. Primary alignment in AgriLife does not. Primary alignment should be reversed so that it remains in the College of Science (or Arts and Sciences) with strong ties to AgriLife. Several of the findings in #9 (such as removing Vis Lab and Construction Science, highly regarded programs from Architecture) would appear from the rationales to be a case of trying to fix what isn't broken. Are those programs part of what kept

## Architecture in the top 25?

I really had to think on this one. I do agree with the overall goals of the realignment and turning the university into a STEAM university. I think it would be a fantastic boost for the university as a whole. I'm just not for sure I 100% agree with all of the realignments.

I believe that some of these changes would be good, however, some of these may not be so good. I don't think that all of the Colleges should have their programs taken away from them but some of them should. I believe that we should form a journalism major and that we should have fine arts. However, I am not sure about HLKN being taken away from Education. I don't want people to lose their jobs during the restructuring. There is a lot of good staff and faculty members in the departments that will be eaten by other Colleges or realigned, and I don't want them to be punished.

Based off of the first line of Rationale #9a there seems to be a serious misunderstanding about what the University Studies degree program is. Contrary to the opening line of Rationale #9a University Studies is an actual degree program that conveys a BA or BS in University Studies. Additionally the program is not filled with "students who do not have the qualifications or interest to enroll in a College degree program". It IS a college degree program. Like any major there are borderline students, but the majority of the students in University Studies are good students who either had a rough start, transferred in with too many hours, or are pursuing a career that does not have a corresponding major at TAMU. I find the characterization of the students as lacking "qualifications or interest" to be offensive to the students in the University Studies program. Additionally this characterization indicates a lack of due diligence on the part of the consulting firm. They clearly did not research the program enough to discover that the University Studies program IS a degree program. Nor did they actually produce any data to backup their negative assertion of University Studies students. The second line is little better than the first as it states "The program staff can work collectively with all University Studies students to develop plans of study that meets expectations for both student and institution." This is already what University Studies staff do. Each degree plan is customized to the individual student based off of their career goals. I find it insulting the consulting company recommendation is what we already do on a daily basis. Based off of the work that appears to have gone into this single recommendation one has to wonder if the other recommendations were as poorly researched and composed as this one. If it was important enough to suggest reassigning University Studies it should have been important enough to do actual research and review actual facts. Talking with staff who work with the University Studies program seems like it should have been the first step before making a major recommendation. There are undoubtedly issues with the University Studies programs as there are with all programs. But actual research and actual suggestions would have been more useful than insulting the students in the program and suggesting that the program be housed in a centralized college and operated the way it is currently operated. An actual recommendation would have been: build in entry seminars and capstone seminars to assist in the difficult task of assessing such a flexible program. Instead the consultants disparaged TAMU students and suggested that the program be centralized in a single college and operated as it currently is.

While consolidating some of the colleges looks daunting, it is, as noted, a progressive trend in higher education. In addition, merging the Department of Political Science into the Bush School is a recommendation that makes perfect sense given the nature of the work.

The timeline for academic realignment should be reconsidered - it would be more beneficial to the university as a whole to implement these changes either during the summer or spring semester due to impact on faculty, staff and students (especially incoming freshman).

My question with centralization of academic advisors is that if everyone is centralized into one area, would that cause some people to lose their job because you don't need 4 advisors from one dept to advise. I also think that having the advisors in the dept is extremely important, but the biggest concern is putting a large amount of people in one location would that cause us to lose our jobs.

Very insightful. Good luck with making that happen.

This section has a lot of recommendations. While the concept of having a few large colleges sounds good, this is a large amount of change. I would be shocked if this level of change could be accomplished by September 1, 2022. Each one of these findings and recommendations is fraught with difficulty and will be hard to accomplish. Recommendation #1, combining Liberal Arts and Sciences to one college would be a big move and would take a long time to accomplish. I believe at one time these were one college and were separated. Recommendation #3, we used to have a journalism school, it wasn't profitable and was closed. Recommendation #4, clearly the report writers know very little about the

Bush School and the school of Political Science. Recommendation #6, the role of the University Libraries is clearly misunderstood. There seems to be some contention with the fact that many Librarians are faculty, yet they do not "teach". Clearly the role of the Library and Librarians is misunderstood. The Library provides a large number of services that many don't realize and regularly collaborates with places like the Writing Center. Moving the Library under a college would present a potential conflict of interest. Student success is tied to an open library that reports to the right people to ensure that the focus is on the students and not one department.

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Do not realign Biology into Biological Life Sciences and one major/area - this is not a good idea in that many of the students DO need a separate College to handle their specific focus of a major. It would be a better change to start early with educating advisors on the possibilities of majors

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Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. (pp. 24–25) Recommendation #2: Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school. (pp. 25–26) Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning. (p. 37) I support these recommendations. There is a tremendous amount of interest from current and prospective students--as well as potential donors and investors--in using technology in the arts. Texas A&M is quite strong already in the STEM disciplines, and it makes sense that it would also be strong in complementary STEM-based artistic areas. Indeed, this could be a point where Texas A&M really shines. Arts technology is also an area that lends itself very well to collaboration between various departments and fields (e.g., electrical engineering, computer science, acoustics, design, and so forth). Developments in arts-related technology can also bring in tremendous amounts of revenue. As a classic example, Stanford University made over \$20 million from licensing a single music technology patent. It was the FM synthesis patent, licensed to the Yamaha Corporation back in 1975 (the technology was developed by John Chowning, while researching at Stanford). The patent remained the second biggest money maker in campus history until it expired around 1995.

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It is noted that the university will combine liberal arts and sciences and I think that will leverage the budget for liberal arts but may provide a breeding ground for leadership competition and faculty hiring preferences. I may have missed it but where does Mays fall into this realignment? I see that there will be a focus on the "four legged stool" but no mention of Mays's position within the university. The department for performing arts would be a big undertaking. Our "rural" location does not provide the performance opportunities such as Houston, Austin, or Dallas. I think most performance majors would choose a university closer to a larger city and this endeavor may not provide the ROI needed in order for it to be created. There would definitely be a need for some multidisciplinary degrees within that college - design, stage constructions, sound engineering, stage management, etc.

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I agree with the new college alignments with College of Arts and Sciences and changes with School of Public Health. I was 10 years at SPH - its terribly run.

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I agree that some realignment needs to happen: working in Biology in three different Colleges is madness. Kinesiology is not part of Education- most of their graduate work will happen at the HSC. As a former dance student at Texas A&M, I'm interested to see how a School of Arts would perform with the current population- PERF has been riddled with issues, not having a permanent head in years, constantly having to reach outside their department for an interim, and losing three assistants to the head in a row to positions in the Dean's office. I also think bringing back Journalism is a great idea- as a local, I know many of my friends from high school who went to tu not because they were Longhorns, but because they wanted to work in marketing or journalism and when Mays declined them, they went elsewhere. Now, where I received my degree and currently work.... Liberal Arts needs some work. After years of completing external reviewer charts I know that Arts & Sciences is common even if it sounds unusual. I would not have any worries about Economics in this- we make a ton of money, especially compared to our other humanities colleagues. However, if you're shuffling CLA departments, I would argue that POLS and ECON both belong elsewhere. Even as a student here, I thought that to get into the Bush School you majored in one of those then when on to a graduate degree in that School. I was not aware that those two departments were shunted across the trains tracks as lonesome members of the College of Liberal Arts. If ECON were not to move to the Bush School, I would ask to consider us moving to Mays. While not my favorite college, one item we are asked when posting positions is what type of college we are associated with- a prospective graduate student or faculty member will choose a lower-ranked business school based economics department over a higher-ranked liberal arts based one. I would also note, the faculty from other departments we work with the most are (in order): Public Service and Administration, Ag Economics, and Statistics. None of these are in the current CLA and only one (STAT) would be in the proposed College of Arts & Sciences.

[REDACTED] I am also a former student, class of 2008, graduating with my MBA this December. 12th Man Productions would be willing to do whatever it takes to help establish a department of journalism. Personally I specialize in broadcast journalism, [REDACTED] 12th Man Productions already has one of the best facilities in the country, and I think we could really help build up this revamped department. [REDACTED]

The recommendation to create a School of Visual and Performing Arts is a great one! The Department of Visualization has long felt like the red-headed step-child in the College of Architecture. Many prospective students don't even know that Visualization exists as a degree option for them because it's hidden away in a college that they aren't looking at. A large number of students only learn about Visualization after enrolling in a different program at A&M. For many of those students, this costs them time and money, and in some case, the chance to enroll in Visualization due to having too many hours. Being realigned with programs more related to Visualization would help make the program more visible to prospective students. It would also allow for new courses and even degree programs to be created. Visualization students would have easy access to courses, facilities, and resources that aren't currently easy to find or access. All of this would help Visualization to grow all its programs and be competitive in recruiting the best students from Texas, the US, and around the world.

The rationale behind colleges having their own academic advisors is to ensure that those advisors are experts in those degree programs. It will be more than difficult to keep students on track for degree completion if all academic advisors become generalists. The Change of Major process is intended to have several steps to ensure that the student takes time to consider the change, and that they will still graduate within a reasonable time. In the past prior to the current process students would take 5 plus years to graduate due to changing majors multiple times. The College of Science and the College of Liberal Arts are currently separate due to size. Will the University be hiring additional staff and faculty to accommodate growing enrollment and the merging of these colleges? Adding a Journalism and Library Sciences programs will justify the need to grow the support staff for the merger. Regarding the proposed College of Arts, is there current demand from admissions? Where is the data supporting there would be students to justify the creation of a new college? University Studies is housed with TAP at present with Student Success. Will all of TAP move to the new College of Arts and Science or remain with Student Success? In addition, adding cultural events and opportunities to help retain faculty and staff will have little to no impact with the cost of housing in the area.

Some of the recommendations for academic realignment are clearly needed where very similar programs can be more closely aligned to achieve efficiency and synergy. However, the primary arguments for a combined College of Liberal Arts and Sciences are weak and superficial. These arguments seem to be that a) bigger is better and, b) TAMU needs to look more like other universities. A bigger college does not provide a better experience for students, as I have observed while watching my own son struggle to navigate the College of Engineering at TAMU. On a related topic, centralizing academic advising would only make this worse; academic advisors with specialized knowledge of the college or department are often a student's closest ally in the struggle. One reason that TAMU doesn't feel like a very large university has to do with the many smaller academic communities in which students reside. The College of Geosciences is a great example of an academic unit in which students benefit from being known and supported due to its small size and hands-on involvement of faculty and staff. It is also a unique feature of the university not found in many others across the country and an anchor for world-class international research programs such as IODP. How does TAMU stand to benefit by looking more like other universities? We have a unique origin story as a STEM-focused institution. We need to continue to leverage and build upon that reputation and strength. Instead of hiding the sciences in a larger college with liberal arts, we should seek efficiency and synergy that elevates the stature and quality of the sciences and highlights our unique scientific assets.

I fully support all of the recommendations provided by MGT as it relates to Academic Realignment. I do not work in that arena but the recommended solutions appear to address the reported findings.

My primary concern is with Recommendation #1, that combining colleges will undervalue staff in the process and the university will suffer brain drain and the loss of many qualified members. I also want to recommend that the College of Geosciences be used as a model example for structure and efficiency where staff are highly valued, invested in, and retained. Didn't TAMU eliminate Journalism 15 years ago because it was failing as a department?

I think that the creation of the College of Arts and Sciences, creation of a Visual and Performing Arts unit, and bolstering the Bush School are all excellent ideas. The organization and day-to-day functions of many departments are still

engrained in the idea that "we should do things in this way because it is how we've always done them," but that kind of thinking does not lead to innovation or efficiency. This university as a whole could really benefit from restructuring that maximizes talent and effort. However, I think that climate will be a large challenge to making these changes. As the report briefly mentions, many faculty and staff are on the older side and may be on the cusp of retiring or are not open to the idea of changing how they do things (in my experience). My department in particular has had many faculty retire over the past couple of years and has not been given the opportunity to hire new faculty to replace the gaps in the curriculum retirees have left behind. In addition, when a staff member leaves/retires, there is no evaluation of whether or not we need to replace that position; positions are always renewed in order to retain budgets. Duplication of effort is a huge problem in staff positions and many efforts at significant change are abandoned because approval processes involve so many parties and move so slowly that, in the end, nothing ever changes.

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I am not in a position to provide good insight into these changes.

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I have not had any interaction with them

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I found moving the University Libraries into the new super Arts & Sciences college showed that the consultants did not have a good grasp of how the Libraries operates and who we are. It seems that the consultants did not deeply assess us as an entity on campus. They did not notice that we already have great partners across the campus, one library has collaboration commons in its name, nor that we have the University Writing Center embedded in two separate libraries. It was also very disappointing to see our special collections library, Cushing Memorial Library & Archives reduced to being seen as a potential museum, ignoring the fact that it is the home to the University Archives and more importantly, all of the important research that occurs in Cushing because of its unique collections. The report also does not recognize the important work the Libraries does in DEI and the impact their work has on campus climate. It is a shame to see the stature of the Libraries diminished rather than this being an opportunity to provide the Libraries with even more resources because we have a unique position to directly effect student success in many ways. I hope current administration creates an opportunity to supplement the information presented by speaking directly with the Libraries Administration to gain a more accurate understanding of the Libraries.

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WRT Journalism, please be sure to include those with a historical memory of why the Journalism Department was shuttered in the early 2000's - no need to repeat the same mistakes less than two decades later. WRT HLKN moving under SPH, once again, one really cannot see what that will look like from the consulting report, so I would like to see a more concrete example of how that would happen and what it would look like before commenting. I do agree there is significant overlap in the two programs. What happens to the Byrne Center for Academic Success if HLKN leaves COE?

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I will leave academic areas to the academics. Finance is really a service function to enable proper resource allocation and budgeting. We need to know the mission so that we can enable success through proper allocation of financial resources.

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Makes sense to reduce the number of colleges and also has the potential to reduce the silos of disparity between them as well.

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Generally support consolidation of colleges

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Why do we need a new "mega-department" of Arts & Sciences that will potentially drive decision-making due to its large size? Different is not always insufficient. If the university currently does not have students asking for degree opportunities in journalism, what is the rationale for creating and staffing an entire department of journalism? Considering that such a department would be new and unrecognized, recruitment of students would be challenging.

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There was ALOT of talk about growth and continued growth. My opinion is that the recent UNCONTROLLED GROWTH has lead to the problems we have now. Massive uptick in student enrollment WITHOUT increasing staff and upgrading infrastructure got us to where we are now. Has ANYONE thought about putting on the brakes (slow down the growth) for a little while until we can get things in order?? Growth without proper processes/procedures/staffing in place is a recipe for disaster. Another example of this is that house pricing in CS has FAR exceeded salary adjustments and widens the divide of people that we can attract to this area. Low PAY, High cost of Living not sustainable.

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Some parts of this plan make sense, however others, like moving Biology out of science do not. We had a wonderful Journalism department in the past, but struggled with provided enough sections for upper level students to complete their degrees on time. It would certainly be good to apply Aggie ethics and values to journalism training again. I have concerns that combining too many colleges into four areas could create huge bureaucracy similar to some that is being

torn apart by these recommendations. It seems almost contrary to the rest of the report.

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Major concerns are of overloading the workload capacity for existing staff, losing staff and losing the current structure which is working efficiently

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The Texas A&M Political Science Department was recently rated the #13 Political Science Department in the World. The report is correct that the department could benefit from investment in faculty and programs. Being under the College of Liberal Arts has provided minimal funding opportunities for this department and prevented recent faculty hiring and retention of diverse faculty. However, realigning the department under the Bush School is not a good move. The department would be lost in the Bush School's strain to reach its "full potential" and good faculty will leave. The department has an excellent graduate program. These students have chosen to be POLS students, not Bush School students. The Political Science faculty currently have a first class business hub, shared with Economics, that meets their needs in a timely and efficient manner. The staff are cross trained which limits the lag time in case of absence. The business hub has implemented a paperless environment utilizing shared drives for retention of account files and graduate student personnel files. The major reduction of paper purchases alone created a significant cost savings. If realignment is necessary I feel that Political Science and Economics would be a better fit within the new College of Arts and Science.

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Since I'm doing research, I will comment on academic realignment focusing on Recommendation #8: Improve research organization at TAMU-Health. The recommendations are overall reasonable with great intentions. However, the suggestions about IBT in Houston are rather shocking. It is a fact that, compared with University of Texas, TAMU has much weaker presence in the biggest city in Texas and the world's largest medical center. Instead of moving out half of the research groups to other places, I feel strongly that investing more by TAMU to expand IBT is urgently needed and will only make TAMU stronger and better known both nationally and internationally. And relocating many labs at the same time is always a terrible idea, which will lead to nothing but loss of PIs especially those who are doing really well. I would like to recommend streamlining the structure of IBT's to let us devote more efforts towards drug development.

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combining these Colleges into a single bigger/stronger College, does sound like a positive change. What doesn't sound positive is the decrease in moral amongst the staff within these Colleges. Loss of identity, feeling of failure, uncertainty for the future etc.

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Sciences should remain a stand alone college because: 1. Texas A&M Strategic Priorities guide the campus to produce highly trained professionals in a specialized field of study. Combining Arts and Sciences would detract from the specialization 2. A combined 'mega college' may contribute to students feeling like a number vs. a unique voice. 3. The Sciences contribute support for furthering research in various disciplines... engineering, natural resources, bio-innovation, and more. An alternative consideration may be to advance interdisciplinary offerings by assigning the Liberal Arts 'major fields of studies' accordingly into the college of Education and Human Development (E&HD), college of Geoscience, college of Science, college of Medicine.

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Combining of the smaller colleges to make the 4 major colleges could be better for students to take classes in the departments of their choice without going outside their Major. It may help the finances of the smaller colleges and possibly help them reach students they normally do not reach because of the decentralization.

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None

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8: Rather than, or in addition to research organization at TAMU Health, TAMU Health could benefit from a greater focus on support for pre-award and post award administrative services. See CERD within the College Of Education and Human Development for a model of these services. 9d: Health and Kinesiology is more broad than just the division of Health Education and the School of Public Health is more broad than just HPCHS. While there is overlap with Health Ed Division and HPCHS, combining all of HLKN with SPH fails to recognize the needs and expertise of the other divisions such as Kinesiology or Sport Management within HLKN and Epidemiology or Environmental/Occupational Health within HLKN. This recommendation only considers a small portion of the larger entities.

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Recommendation #2: If A&M can get the buy in from the state to allow for this, I think it would be really cool and help A&M compete more with UT; I would have been able to consider coming here as a student. If not, I still think moving Visualization out of Architecture makes a lot of sense. (It might make sense in the College of Arts and Sciences.) But it's also worth saying that Visualization has been struggling in recent years due largely to decisions and management within the department and may not be as effective at anchoring a new school as you might hope. Recommendation #3: I think this is wishful thinking, like it would be nice if this existed, but all of the reasons listed as motivation to have this

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department are perfect examples of why the department would likely fail. I think we'd be better off just trying to get the existing program ACEJMC accredited. Recommendation #5: I think a solution to make all of the entry-level biology classes be the same so students can transfer more easily is spot on, but the name "Institute of Biological Life Sciences" seems to be at opposition to the definition of "institute" by TAMUS, making things more confusing. I don't think under the existing definition academic programs and departments can be part of an institute, and if they can, that's very confusing. Recommendation #6: Merging the actual libraries into one college could create unnecessary turf wars. Creating a Department of Library Sciences and letting librarians teach some classes as appropriate would be fine though. Recommendation #9c: Taking away BOTH Visualization and Construction Science really makes the College of Architecture (COA) barely a college any more. (A college with only 1,000 students? Wouldn't that make it the School of Architecture?) Construction Science is by far the best program in the COA and taking it away would really weaken the college, especially since the architecture programs are performing very poorly and are not accredited. If the ultimate goal is to let the COA die on the vine, I get it, but I think you should be aware that this is a distinct possibility if you split up the college that much. Construction Science also wouldn't get to shine as much if it was in the College of Engineering. Recommendation #9d: the engineering requirements would eliminate a lot of students who would excel in the Tech Management program.

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Aligning to the four pillars similar to other schools makes sense. It should create some synergy and reduce redundancies. Also as mentioned above, break down silos.

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Academic realignment to some extent might be useful / fruitful, but not to the extent in which this report describes. I will elaborate further on this in general feedback.

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- The recommendation to create a new College of Arts and Sciences makes sense - Elevating the Bush School will yield tremendous value to TAMU; integrating Political Science will provide a wider reach of this program and better experience for TAMU students - It is unclear what value will be created by moving Construction Science to the College of Engineering

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I disagree with moving the visualization program although could live with that. Also disagree with realigning the construction sciences program. The latter fits well where it is for the same reasons listed for realignment. In the end, I'll defer to the CS or COA leaders.

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I think the academic realignment may not be super popular, but it will be a good thing for the university. Oftentimes small units are dwarfed by others, and this could be an equalizer of sorts, leveraging the resources, the voices, and the direction of multiple essential units by combining them.

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I completely agree with the recommendations of alignment. Having been at FSU (Tallahassee) and the University of Florida (Gainesville) for 20 years, I completely agree with the concept of a College of Arts & Sciences. I believe each of the colleges will elevate the other(s) and will raise retention/graduation rates in the process. I also believe the College of Geosciences will be able to be featured more prominently and that finally the University-at-large will recognition the contributions made by faculty, staff, and students.

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Redundancies are plenty at A&M so this all made sense and projected to make A&M more efficient.

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N/A

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The College of Engineering already struggles to provide adequate advising to its students due to its size---this is an issue that even prospective students know about (my parents both teach at high schools in Texas and have parents complain that their student's cannot meet with advisors). By creating another mega-college (arts & sciences) you are going to duplicate these issues by creating another mega-organization that inadequately supports student advising.

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While it is logical to integrate Health and Kinesiology into SPH to attempt to access HRI formula funding. The missions, activities, and methods of these departments are entirely distinct. As an alumnus of SPH, I will say Public, population-level measures attempt environmental interventions to eliminate disparities among populations. I.E. Clean Air, Clean Water, Ergonomical Health and Safety, Management of Care in Hospital Settings, Policy Analysis, etc.....in short, Sickness treatment and disparities at a Population Level. Health and Kinesiology is the creation of Health, and Healthy Educated Individuals knowledgeable about their bodies, and active in motion to create and improve health. Nutrition, Biochemistry, Exercise, Injury, and Motion studies of physical activity and movement and Health. It is understandable to perhaps look for a better fit than the College of Education, but the answer is closer to Biology, Anatomy, Chemistry and Physical Sciences than it is to Policy Management, Population Sickness Interventions, and Healthcare delivery.



As a former student that felt rushed to choose a major and ended up confused about which degree plan was right for me - I agree with many points under the Academic Realignment section, including combining the Arts and Sciences college and having centralized advisors, the move of HLKN to the School of Public Health, and having general studies under Arts and Sciences. I was in general studies for just one year before I was told to choose a major. I knew I loved the Sciences, but also felt outside pressure to do a pre-nursing school degree track for the money and to please others. I rarely had access to my advisor and it felt like my advisors changed many times during my 3.5 years at TAMU. I was encouraged to choose the Allied Health degree, and didn't find out until my senior year that it was mostly appropriate for those that knew they wanted to get an additional degree (like BSN) after leaving Texas A&M. It would've been wise for me to get a degree in Public Health or Community Health. It also would have been nice if I could have taken more general science courses my sophomore year so I could discover what I truly enjoyed, rather than having to focus on specifically pre-nursing courses before I was able to realize I did not want to pursue nursing school.

I think that bringing PoliSci within the Bush School is a great idea. There are duplications in programming and services that could be reduced and made more efficient. The two colleges reach students with similar interests and life goals. Expanding the Bush School would elevate the status of the school and better enable Texas A&M to train the next generation of government leaders.

Several of the proposed changes do not seem to fit together academically, and will create a huge administrative nightmare when it comes to faculty tenure decisions, appointments and teaching loads.

I agree with a support the recommendation made by MGT. I'm interested to learn more about how Mays Business School would or would not play into the four-legged stool approach.

FOr

N/A

As a Liberal Arts graduate of TAMU, I actually like the proposed merger. While it on the face of it seems controversial, it brings us in line with peer institutions and if it allows for increased and targeted investment and eliminated of inefficiencies then it makes complete sense.

WHILE I UNDERSTAND THE NEED TO CONSOLIDATE AND REALIGN SOME OF THE COLLEGES AND DIVISIONS, I THINK FOUR AREAS MIGHT BE A BIT TIGHT. I WOULD ENCOURAGE ANOTHER LOOK AT SOME OF THOSE UNITS THAT FALL UNDER ONE OF THE PROPOSED MASTER HOUSES AND SEE IF THE CURRICULUM AND FACULTY FIT WITH THE MISSION OF THE DEGREE PLANS.

I agree with the findings in this section.

## Academic Realignment - Student

Please provide your comments related to Academic Realignment:

In regards to Recommendation #1, Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences: I am vehemently opposed to this, and to the creation of a "four-legged" stool concept when it comes to consolidating colleges. TAMU is already too large in the student population size, and there is an issue in the larger colleges -- such as engineering -- when it comes to students finding a sense of community. By combining liberal arts and sciences, we further push an agenda that TAMU is only focused on STEM, when in reality, we are focused on building and developing leaders who will impact every facet of the world after graduation.

I am currently a Jr. Geophysics student in the College of Geosciences and as soon as I heard that the likelihood of my college being taken away and being combined with liberal arts and sciences I was devastated and thought about how much I wish I could go back to my senior year of high school and accept my admission to the University of Texas instead. I chose to come to A&M for the amazing opportunities I would have within the College of Geosciences and for the first 3 years of my time at A&M I have gotten to and am going to get to partake in those opportunities. However, it saddens me to think about how different and scary my senior year is going to be. If I had known I wouldn't get to graduate in the College of Geosciences I wouldn't have applied to A&M at all. I chose this school and to apply to UT in order to be in a

college dedicated to just geosciences. With this potential change I have so many fears and unanswered questions that have been causing me to much stress. Will I lose the advisor who has gotten me through countless hard classes and academic situations? Will my diploma not say "College of Geosciences" on it? Will I lose my job and research position within the College of Geosciences due to cuts being made? I urge you to rethink merging the College of Geosciences, the College of Sciences, and the College of Liberal Arts. I believe that it is so important for geosciences to have its own college due to how diverse and important geosciences is. We are important for taking care of our planet, drilling for oil to fuel things, predicting natural disasters so people can better prepare for them, etc. I think people tend to forget just how important geosciences actually is and due to this importance I think that the College of Geosciences should not be taken away. I noticed one of the reasons for this college merger is due to the Liberal Arts College needing more support in a STEM university. I disagree with this. I am a part of a college with around 1200 students, which is by far the smallest college on campus, and am also in a major with approximately 8 people in my graduating class. While we are small, we are also well taken care of and very well supported. My advisors and professors know who I am, how I am doing in my classes and personal life, and don't forget me as soon as I am done with their class. I have professors from two and a half years ago who still know who I am because of how much they actually care about me and my education. The size of my major and college doesn't hinder my experience at Texas A&M but instead helps it. I love being in a small college and it has never made me feel less supported. I have also talked to my Liberal Arts friends and none of them agree with this merge either. I do not understand where the idea that these students aren't being supported came from. In your report you said there are around 9000 Liberal Arts students. That is about 7.5 times as many students as the amount of students in the College of Geosciences. I urge you to rethink if they are going to benefit from this merger or not, because from my perspective and many of my peer's perspectives we do not agree that these liberal arts students are going to benefit from this merger in any way, shape, or form. However, in the case that you do decide to merge the colleges I would like to put in a few requests that would make it more comfortable for me and the countless people I have talked to within the College of Geosciences. 1) Many of us (including myself) would like our diplomas to say "College of Geosciences" on it and not "College of Arts and Sciences". If it is possible, would seniors graduating in fall 2022 and spring 2023 be able to have their diploma still say "College of Geosciences" on it? We will have spent 3 out of 4 years in that college and since we didn't have any say in this college merger we think we deserve to have our diploma say "College of Geosciences" on it still. (I am also worried about how "College of Arts and Sciences" sounds less professional on job applications than "College of Geosciences" and if this will impact me in interviews and future endeavors because it makes it sound like my Geophysics degree came from an art and science school and I am trying to be a scientist and not an artist). 2) My advisor (Mrs. Rosser from the department of Geology and Geophysics) has been one of the biggest helpers in my time here at A&M. Everyone in our department would like Mrs. Rosser to continue to be the advisor for geology and geophysics students. So, if it is possible to keep her as my advisor it would make the change a lot less scary and a lot less stressful. Without her I am honestly not sure what to do with the rest of my time here academically. But if she stays my advisor I know I can get through it somehow. 3) Please do not cut down on the amount of research within the College of Geosciences. I am so scared I am going to lose my job which is not only one of my sources of income but it is also an amazing opportunity I have as gaining experience in my field. I currently work as a student lab tech in Halbouty and because of this I am gaining research experience and job experience since I am on payroll. Losing this job due to research being cut from this college merger would be devastating and would cause me and so many others to lose opportunities at grad schools and gaining experience. So many grad schools want their geoscience graduate students to have research experience so it is so important this isn't taken away from us. So, if you merge the three colleges please do not cut down on how much research the College of Geosciences and geosciences students are a part of. Thank you for taking the time to read my thoughts on this proposed change. I hope you decide not to merge the College of Geosciences, College of Liberal Arts, and College of Science. However, if you do please consider taking into account my few requests because they are not only my requests but the requests of so many of my geoscience peers and would help make the transition a little bit easier for us.

I do not think the College of Liberal Arts should be combined with the College of Science. The two colleges have distinct focuses that are not similar and have different appeals to students. By combining the management of both colleges, the individual personality of each college will be negatively affected. The students in science and the students in liberal arts come with different skillsets. If the desire is to increase the advocacy for the liberal arts program, the college should be kept separate. As an incoming student, there is more appeal in a separate, stand-alone program that shows the school cares about that program. The program can be run by individuals that are passionate and knowledgeable about that particular field of study. Combining these will also create more complexity for students to communicate with the leaders

and decision-makers of their college. I am a student studying Mechanical Engineering and doing research with the Construction Science Department. However, my interests are more similar to that of an Architectural Engineering major. I had an easy process to get my research approved as a technical elective despite being located in a different college. I do not see a need to move the Department of Construction Science to the College of Engineering. In my experience, the College of Engineering is already overwhelmed with class sizes and space, despite having a new building my freshman year. Many advisors are already overwhelmed and not knowledgeable about their assigned majors. The various changes being made to the basic degree programs have also caused confusion. However, the main problem has been the large number of students in the College of Engineering. Increasing the students in engineering will continue to devalue the degree provided by A&M as the quality of students decreases and class size increases. There is already difficulty in connecting with professors due to large class sizes. I have friends in construction science that would never have gone through the requirements of engineering. The students in construction science have no need to go through classes about coding and the ETAM process. The department has a small, close-knit community with close industry connections. Moving construction science to engineering will quite honestly ruin the community and quality of education of the construction science degree, as well continue to increase the complexity already present in the engineering program. As a student who has experienced both engineering and construction science, the department of construction science operates smoothly and offers many advantages due to its sole focus on construction science. Students will no longer feel compelled to join construction science if they are required to go through the difficult processes that engineering requires. Students will be less inclined to choose construction science when there are not strong industry connections.

As a graduate student in the College of Liberal Arts, I am firstly concerned at how few graduate students were consulted for the survey listed in Appendix 1 - 22% of 1775 student respondents comes out to under 400 graduate students, when there are nearly 15,000 graduate students enrolled. This is reflected by this report barely mentioning graduate students, which indicates an alarming lack of concern on the part of those conducting the report for the furtherance and success of graduate students. Secondly, the merger of the College of Liberal Arts with those of Sciences and Geosciences, while potentially a beneficial arrangement, deserves more discussion and thought put into it than an outside report made without the consultation of the vast majority of the constituents affected. Programs in the College of Liberal Arts do not run identically to those in either of the other two colleges and, while the College of Liberal Arts is the second largest college on campus according to student enrollment, it is very commonly treated as a second-class college (and its students, including its graduate students, as second-class citizens). Witness the small percentage of College of Liberal Arts faculty who receive campus-wide acknowledgements of their accomplishments or the much smaller funding granted to the College of Liberal Arts as opposed to smaller colleges. How frequently do Hagler Institute fellows represent the College of Liberal Arts, for instance? I fear that combining the College of Liberal Arts with other colleges will not only result in even further decreased acknowledge of and funding for the members (students, staff, and faculty) of the College of Liberal Arts, but that the departments within the College of Liberal Arts will also suffer from being run differently from programs in the sciences. Graduate student teachers in the College of Liberal Arts, for instance, cannot run multiple classes with hundreds of undergraduate students enrolled every semester, because such courses are taught on the basis of papers and participation, not lab reports and easily-graded scantron tests. My hope is that if such a merger is effected, the very least that Texas A&M can do is ensure that the programs in the College of Liberal Arts are represented in the administration of the new combined college and that the differences in the way our disciplines operate are respected, instead of being forced into a "one size fits all" pattern.

DISCONTENT with Recommendation #1: The Colleges of Liberal Arts, Geosciences, and Sciences should NOT be combined. By combining these colleges, students in these colleges would have a dean that has to view issues in the college holistically, but because it would be a combination of colleges that are so academically different, there is likely to be disparity in how a dean would treat departments that used to be in separate colleges, whether it be because of lack of knowledge or understanding, or because the combination is unnecessarily merging colleges that are extremely different in discipline. DISCONTENT with Recommendation #4: The department of Political Science and International Studies should not merge with the Bush school. There are already programs that allow early entry into the Bush school from these majors (such as the 3+2 program), and graduate school programs should remain largely separate from undergraduate programs. By merging these departments with the Bush school, that would force undergraduate students, who may not have access to easy transportation or may not have the time to transport long distances during the day, to constantly move back and forth between main campus and the Bush school for classes. Also, by merging these departments with the Bush school, the Bush school would lose funds reserved for the graduate program, funds that allow the school to run with the programs it does. By merging undergraduate departments with a graduate school,

there would be a depletion in funds for the Bush school's graduate programs, programs which are arguably need more funds than undergraduate studies.

a. Combining fundamentally different principles into a single college (requiring you to list those members because you cannot group them in a single term "Arts and Sciences") undermines the sense of pride and community of individuals within the previous colleges, likely causing a rejection of the smaller departments brought into a college alongside more historically renowned and substantial programs. From a student perspective this would backfire in terms of advocacy for those smaller departments. b. Similarly, moving departments and programs from homes that provide more substance to the degree from a utilitarian perspective would devalue the degree even if it is felt they may be more related to another. For example, biology and biomedical sciences in a college of science provide a more versatile and understandable degree than one under the name of AgriLife. Students' goals would likely align more with the School of Public Health even. c. Liberal arts seems more at home and related to other arts like visual and performing with their exploration and expression in society, if the goal is to make a new school of visual and performing arts d. I think that the Bush School of Government and Public service should be elevated as it is a highly revered part of the university that could definitely benefit from a closer relationship to the Department of Political Science as well.

This suggestion is a huge move that should require more consideration than a third-party company's few-month report. This is fundamental restructuring of the university and its colleges should be taken lightly. Even this suggestion in its rather abrupt manner has already caused uncertainty among faculty, some of whom have already resigned. In my opinion, the fact that A&M is a public university means that it does not have the privilege to solely focus on metrics and creating "singular focus" colleges and departments at will. It has a responsibility to the state and the public to keep a variety of degrees available. Merging colleges and throwing departments back and forth will cause small programs to get brushed aside and the university as a whole will be worse off because of it. Even if someone has a different opinion, I think that the gravity of this change deserves a public, open, conversation that is not based on a single group's opinion. More study is required at a minimum, and preferably this process should be drawn out over a year or two so that all potential issues can be brought to light and considered appropriately.

Strongly agree with reorganization of Colleges. Combined school College of Arts and Sciences would provide strong opportunities for interdisciplinary collaboration and be able to better support staff and students. Also agree with the elevation of the Bush School and integration of Economics/Political Science/International Studies departments into the Bush School. The existence of both the Bush School and College of Liberal Arts fractures TAMU's expertise

The department of Construction Science needs to stay where it is at. Moving it to the college of engineering will inevitably take away from the incredible teachers that we have and personal affections we hold towards construction science. Also, a lot of people move from engineering to get away from the toxic environment A&M has created through weed out courses in the college of engineering and accepting any breathing soul that wants to be an engineer. That's why we are one of the top construction science programs, but not nearly the top engineering programs.

Don't combine liberal arts and sciences!!! I can understand combining geosciences and sciences, but liberal arts has a completely different focus and electives and courses than sciences. Sciences have a much more technical course load and won't mesh well with liberal arts. Geoscience and science makes sense because they are both sciences.

There is no summary of the realignment as proposed. Specifically, there is no list of departments as they currently stand and where they will be after the realignment. The proposal is vague and has an incorrect accounting of number of departments and degree programs for at least the College of Geosciences, and fails to mention the number of graduate degree programs. Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. - this is vague and later recommends to strip the Biology Department from the College of Science and form an Institute of Biology. There is an expanded list of facilities services in Appendix 3 detailing specific funding for Daily restroom cleaning, Install white board in GA, Install cabinet in department office classroom, Graffiti removal, etc. However, there is no summary of the departments as they are located housed (specific colleges) and where they are planned to be housed in the proposed realignment.

While I like the idea of Recommendation 1 and the creation of a new College of Arts and Sciences, I am concerned about how funding will be allocated. I am an English PhD candidate, and my experience at every institution I have been in, and the others were liberal arts colleges, was to cut the arts or liberal arts courses in favor of the sciences. If there is one college for both arts and sciences, I worry that my programs that I am part of, or programs I will have been in as a student, will be gutted due to budget cuts in favor of the sciences. Additionally, graduate students in the English department already get paid less than graduate students in science departments. That inequality should be balanced

out. I don't think we need a department of journalism on this campus. Journalism can be done by English majors if journalism courses are offered or there is a certificate program for it. I don't think an entire department is needed for that. Additionally, adding journalism pulls students away from the English Department and English degree programs, which could then in turn be used as motivation to get rid of or shrink an English department. Encourage adding a journalism certificate to the English degree instead as opposed to creating a whole new department. I have some issues with Recommendation 9a. It states, "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." Why is that not distracting to the College of Arts and Sciences? Once again, this is my fear that a College of Arts and Sciences becomes the dumping ground for any "problem program" that the University has, and all of us are fighting for funding. I do think it's a really good idea to become a STEAM university as opposed to STEM. That would set the university apart from others. However, my experience has not shown that colleges are serious about promoting the arts, especially when they force them to compete with the sciences for funding.

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Rationale 9C talks about relocating the Department of Construction Science to the college of Engineering. I do not agree that this is better for the program as the present program is one of the leading programs for Construction Management and it primarily focuses on the management of Construction projects. It is also friendly to architecture and engineering students. Having Construction Engineering and Management under the the College of Engineering is good enough and these both should remain independent of each other.

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As a Visualization major, I think that the creation of a new college would be wonderful for Viz! We have needed better support and more resources for a very long time, and I think being a foundational pillar of a new college will really help us to take off and continue to do the great things we are known for.

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My primary comment will be on Recommendation #1 to combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. I understand the pros to this realignment but there are consequences that I am not sure were understood. As a geosciences student, one of the best things about the college is the size. It was one of the many reasons besides the majors offered that I chose the College of Geosciences. The environment this college creates is friendly, kind, and encouraging to anyone. The faculty and staff do everything in their power to help us succeed as students and prepare us for the professional world. On top of this, many organizations and offices now reside in the College of Geosciences. Departments and centers like Texas Sea Grant, the International Ocean Discovery Program, the Center for Atmospheric Chemistry and the Environment, the Center for Technophysics, and the Texas Climatology office are all held here. If we were to combine into one, massive college, I am unsure of what would happen to these centers and departments. To keep this short, this recommendation is not a good idea. Trying to put three very different colleges together could cause a lot of issues within each department in the future. All I ask is that you listen to what the faculty, staff, and students are saying before making your decision. Geoscientists make a large impact in this ever changing world and contribute to many things. Please understand our position on this recommendation.

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I strongly believe that "Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences" is not going to benefit the students of Texas A&M University. Arts and Science are very different field groups which require personalized advising and separate administration. If there is the need for significant cost savings by combining three administrative college structures into one administrative college structure, I propose combining the College of Science with the College of Geosciences because both colleges have much more in common than either college has with the College of Liberal Arts. If these two colleges were combined into a new all-encompassing TAMU College of Sciences, the new College would have 11 departments, 72 degrees, and 5,445 students. This would result in a five-legged stool structure that preserves the overall specialization of advising and administration. To create a four-legged stool structure, I suggest combining colleges that have similar rather than different field groups. For example, it makes sense to combine the Bush School of Government & Public Service with the College of Liberal Arts into a new all-encompassing Bush School of Government & Public Service because those have many similarities. It also makes sense to combine the School of Public Health with the College of Nursing into a new all-encompassing School of Public Health & Nursing because those also have many similarities. It does not make sense to combine very different colleges with specialized professors and advisors for only either field. Furthermore, there are many students concerned about the reputation of a degree in science from a "College of Arts and Sciences" that combines very different field groups. I asked for the opinion and feedback of my former professor at the community college I attended before transferring to Aggieland about her opinion. As a graduate

of Class of 1992, she is not amused about the possibility of a "College of Arts and Sciences". The comparison with those 19 peer institutions does not validate the recommendation. 12 of 19 peer institutions using this model is not an overwhelming majority (<2/3). The comparison to those distant universities is questionable. The arguably nearest peer institution (University of Georgia) is roughly 900 miles from Aggieland. There are many peer institutions much closer than the universities that are used for comparison. I would like to know whether our rival institution TU, the University of Texas at Austin, has the proposed Liberal Arts and Sciences college structure. We should compare our college structure mostly to peer institutions that are not distant across the country but rather in our home state.

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The college of liberal arts should be kept separately from college of sciences. The bush school should be absorbed into the sciences college.

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A lot to say here with not enough space to say it. All of it disagreeing with what has been proposed. Everything in the proposal benefited the liberal arts department and had nothing of benefit to the science and geoscience students. This merger would lessen the specialized geoscience field of study that we are able to have with being a stand alone college. Hate is a strong word and I think it's acceptable to use here when saying many of the geoscience students will absolutely hate this if this merger goes through. Many of these geoscience students were attracted to this college and A&M as a whole specifically because it is a stand alone college at this university. Several current students, along with myself, would not have even attended this university had the college of geoscience not been a stand alone college. By merging the science, geoscience, liberal arts, and parts of architecture and lumping them all into one college you would lessen the quality of the degree of all of the students would eventually earn, insult the STEM based majors, and make many current students unhappy while also losing the interest of many potential students. While having one huge college looks appealing for the University, it is not beneficial nor attractive to current and future students. It feels like the university wants to boast over having big things without actually considering how affective the bigger college would be for the students compared to now, with our current smaller, specialized colleges. The proposal also sounded like it wanted to boost the liberal arts college by riding off the current successes of the science and geoscience colleges. If this happened it would only bring everyone down, not boost liberal arts up. I would also like to point out that A&M is a STEM and research based college, not a liberal arts college. Why sacrifice two very successful examples of STEM and Research for a college that is not of main focus. If this happens myself and several other students have talked about seriously considering leaving the University as a whole. If this is not even slightly concerning, then this just proves to myself and other students that this merger is not in thought about the students, the reason why this university is here in the first place, but only the bragging rights of having a big college. Overall this merger sounds like a bad joke, an insult, and a horrible idea. I would love to write a short paper on what all I found wrong with the proposal. I hope this is helpful in your decision against this merger. Thanks and Gig 'Em

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I don't see the benefit in combining the college of science and liberal arts besides making a bigger group. Having math and physics majors in the same college as a classics major doesn't make sense. My fear is that the academic advising for degrees like this would decrease in quality due to a lack of knowledge in a contrasting subject.

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I truly believe that moving the Construction Science program to the Engineering Department will do more harm than good. After discussing with some of my peers, we all believe that the Construction Science program is thriving where it is and should stay. Thank you!

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Homogenizing the assessment of Arts and Science by creating a combined college may do more damage to the schools of liberal arts that holds different values that cannot be easily quantified. My personal associations with the University Libraries does confirm the excellence of the librarians. Incorporating their expertise with information science could serve as a great bridge between the schools of liberal arts and science.

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I do not like it and do not think it will be efficient effective or necessary

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The joining of political science and the Bush school has the potential to affect professors in several ways. If they're asked to take away some classes from their current teaching catalog it will drive them to leave the university. One of my favorite professors is someone that actually helped inspire me to pursue research. I would not have gotten that opportunity without him. I firmly oppose the Bush school taking in political science. I have heard it would lead to many professors leaving.

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I think that the consolidation of advising would have detrimental effects on the ability of advisors to serve A&M students. It is already very difficult to meet with an advisor due to the large student body, and consolidating these services would exacerbate this issue. Also, advisors need to be equipped with tailored advice to a student's major. Departmentalized advising makes training advisors more feasible and ensures students receive accurate information. I do not support

combining the college of sciences and the college of liberal arts. I also think eliminating the Biomedical Sciences major and/or resolving it's relationship under the college of vet Med would be detrimental. The College of Vet Med facilities serve BIMS undergrads very well. The classrooms and labs excite me about professional school, specifically continuing my education here at A&M.

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The uniqueness of A&M having a specific college for geosciences is special to many Aggies. I have met countless students who are so passionate about the fact that they are represented with their own school and make that jokes about how it "rocks". My friend reached out to me, asking us to help defend the the college staying separate from the colleges of liberal arts and science, it is people like her that there is passion for geology and for Texas A&M. Shoving their college into a group of others is a slap in the face to the Aggies it applies to, showing them that they aren't important enough. Please consider keeping the colleges separate so that their passion won't die.

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As a student of the geoscience (meteorology to be specific) I chose TAMU as my first decision because of its outstanding performance for all geoscience students. I was also looking at other nationally known meteorology programs. TAMU has been in the top three schools for geosciences for so many years. If this goes through all geosciences will be watered down and so many opportunities will be taken away from all the students. Not only that but many establishments and businesses will favor a student with degree from a geoscience school verses and student with a meteorology degree that's from an "arts and science". This is taking so much away from so many students that chose this university for the geosciences. Not only that but the size of the geoscience college makes the students, myself included, feel more included and heard. If I were part of a larger college I would feel like I am just another "body" that profs don't care as much.

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The construction science department which as of now under the College of Architecture, enjoys a certain degree of autonomy in how the curriculum is set and how it is interdisciplinary in it's standing with the Dept of Architecture. The current proposal to move it to the Engineering department poses questions on how this would influence the way the program is structured and the possibility of an unbalanced change the program might start seeing in the future owing to the demographic of faculty that the Engg school has. The faculty at COSci are people who are experienced in "active construction" and not just people who have sat down and done structural design or analysis. This sets apart the program and I am sure the industry commends the curriculum and the influence of the faculty on the students. CoSci students are known to be practical learners and have hands on skills to tackle issues in project planning, management, scheduling, estimation and many advanced project management skills. The move though does not clearly state it's details but the possibility of it becoming a twin of a CEM / Civil program is highly likely. We could lose the national standing we have in terms of what the program is known for. Hence, I believe the CoSc dept under the College of Arch should stay as is and maintain-build further on it's uniqueness.

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I am a current PhD student at the Department of Political Science and will be possibly affected by a merger with the Bush School of Government and Public Service. If this recommendation is acted upon, I would hope that our department retains our faculty and ability to dictate the Political Science curricula. I would very much miss the opportunity to work with such talented faculty and receive the top-tier training that is offered here. It would also be appropriate to bring along the Economics department if such a merger took place to maintain the academic environment that we currently possess. Thank you.

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please DO NOT merge these colleges, so many organizations and sub groups within each one will not hold the same significance as they do right now and on top of that this would make texas a&m less unique as we would have more cookie cutter colleges just like other schools. These are complete different fields of study with different organizations that are special to each college. We don't want to lose that

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There is no reason Liberal arts and sciences should be merged into one college. 1. They are TOTALLY different fields of study and 2. All the independent councils for each college would be indefinitely messed up. Tamu is known for having a college for geosciences so let's keep it that way and have the 2 different colleges for the way different majors that each college provides.

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please DO NOT merge these colleges, so many organizations and sub groups within each one will not hold the same significance as they do right now and on top of that this would make texas a&m less unique as we would have more cookie cutter colleges just like other schools.

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I don't believe that the construction science department should move colleges, it would make things confusing and works well under the college of architecture. The construction science department is one of the best in the nation and by moving the department it may cause more issues than fix problems

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As an Aggie since birth, I have looked forward to graduating with a degree from Texas A&M. These recommendations make me dread the day I receive a diploma from the "College of Arts and Sciences". I cannot express how betrayed I feel by my university right now. By clustering arts and sciences, which throughout all of history have been nearly opposites from each other, it gives the impression that these majors and departments are not important to the university. It comes across like the other colleges were created first, then everything left over was hap-hazardously compiled into "the other one". The purpose behind this is to be more similar to our peer institutions. I am offended by this. Our core values-Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service- are what make this university an honorable place to attend and give meaning to the ring we wear on our hand. To restructure our college in order to fit in with other schools tells the student body that our university officials do not care about the excellence of our student body and reputation. It tells us that it is better to conform ourselves to appease others than to do what we know how to do well. This is not the attitude of the university that I grew up believing in.

combining the college of science and liberal arts sounds like one of the worst ideas i've ever heard. they are COMPLETELY different and there is no reason someone who is a Statistics major should be in the same college as a Communications major. that makes no sense and they are good separate and should be kept separate. because they are so different advisors will have to work so hard to learn soooo many different degree plans and processes and will result in worse advising for the students. additionally, i don't agree that biology and biomedical sciences should be shoved together because they are SO different too

This all sounds like a good plan. The university in the last 30 years has evolved in a way where it's core academic areas have become uniquely developed in ways where they have not been able to support one another, and sometimes not even themselves. The report highlights this very well and gives key points on how to fix the issues that are now finally being talked about thanks to the report. It would be extremely beneficial for the university to follow through with these suggestions on how we could make our university better for the future, and more prepared for the inevitable growth in the coming years.

I do not believe the department of construction science should be moved to the school of engineering. What we learn in construction science has its similarities to some engineering field's, but we learn to be builders and how to build a project from the ground up. Engineers/architects are the ones who design these buildings, we (construction science students) plan, procure, and execute these projects.

I am a BIMS PhD student (I also did my UG here in BIMS with a double major in psych). I am so thankful for my time within the CVM and I LOVE the community provided. As an undergraduate, I appreciated the close contact with the vet school, and worry that this camaraderie would be greatly hampered if the BIMS program was moved out of the CVM. If you DO choose to move the BIMS program outside, I think applicants would appreciate the prestige of being housed under the College of Medicine, rather than Bio/Life sciences. A downside of moving the BIMS program out of the vet school is the loss of connection with veterinary professors and research. As a graduate student, I can personally attest to the great benefit of the resources to animal research afforded to me because of my affiliation with the vet school. I believe this would be lost if the BIMS program was removed. Additionally, where would the teaching load of CVM faculty go? I hope to teach physiology to BIMS undergrads as they prepare to launch into med school, vet school, and PA school. I can see where the MGT people are coming from -- cutting down on overlapping admins -- but I feel removing the BIMS from the vet school would be a disservice to our students and faculty. My BIMS education (both undergraduate and graduate) have been greatly enriched by the close ties with the vet school. Thank you for hearing my thoughts!

Simply put, academic realignment is unnecessary and is bound to create conflict and confusion among former, current, and prospective students. More specifically, the realignment and formation of the "College of Arts and Sciences" is unnecessary and unrealistic. As a current student of the College of Geosciences, I enjoy being a part of a smaller college, as there are many benefits. From the relationships I have and will continue to grow with professors and fellow Aggies, to the ease of advising and advising appointments with a RECURRING advisor. The combination of the many different colleges and majors, in the "College of Arts and Sciences" will be more of a con than a pro, in my opinion. Personally, I enjoy being able to say I am a part of the College of Geosciences, and I can assure that my peers feel the same way. It's simple to understand exactly what I am studying, but the "College of Arts and Sciences" will confuse many people and also seems to delegitimize specific colleges and majors. I would expect that to be the last thing Texas A&M, a world-class University, to do. To add, I have personally began looking to transfer if this does proceed forward. As I am sure many people may be considering as well. Thank you.



The colleges should remain separate because even though there is some overlap between classes many of the proposed integrations are not significantly alike.

I am not fully opposed to combining Arts & Sciences, but I know more transparency is needed or the University might face a mass walkout of faculty and staff unhappy with the way their service to the University is being treated. I am not against enhancing a performing arts space, but the University already has performance space that are being underutilized. Why can't the performance arts program use existing performance structures on campus? Or even rent more public spaces out (Wolf Pen Creek?)? There is also a robust community theatre presence that could benefit from being allied with the Performance Studies academic program.

None, agree with the MTG Report.

While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

Texas A&M administration is taking for granted the strength of its world-renowned geosciences program. I am going to specifically reference examples of the department of oceanography and the department of atmospheric sciences because I am most familiar with them, but this reputation applies to other departments as well. Texas A&M college of geosciences is the current science operator of the International Ocean Discovery Program (IODP). We have been the science operator of this program for nearly 40 years. IODP is a project that manages the ship JOIDES resolution, a drillship that can collect core samples of the seabed from nearly anywhere on earth. IODP also has a building on campus that houses ocean core samples that are as old as 1968. By dissolving the college of geosciences, we risk the National Science Foundation completely pulling out of Texas A&M when the project is up for re-evaluation in 2024. The college is also one of the founding members of the University Corporation for Atmospheric Research (UCAR). UCAR provides the college with a Unidata LDM, an ultrafast internet link to practically any atmospheric observational data or model output that any student or faculty researcher could ever want. By dissolving the college of geosciences, we risk losing this access. TAMU's meteorology program is frequently ranked in the top 3 meteorology schools in the nation. The other two schools are PennState University and the University of Oklahoma. PennState has a distinct college of geosciences that houses their meteorology major, while OU has an entire college dedicated to just meteorology. The report suggests a "four-legged stool" design of Engineering, Ag, Health, and Arts and sciences. It's clear that of the four colleges, "Arts and Sciences" is designed to act as a "junk drawer" for majors that cannot immediately be disposed of, but also don't fit in the other three "legs" of the stool. This is a slap in the face to the reputation of the atmospheric sciences department, which many of the faculty have spent their lifetimes to gain. Meteorology is modeling of three-dimensional vector calculus. It makes no sense to me that we would be placed in the same college as English majors. Of the 120 hours needed to graduate with a degree in meteorology, 66 of those hours also apply towards engineering degrees. I think it's a mistake to get rid of the college of geosciences, but I also know that the president has received a large amount of money with the sole purpose of getting rid of the college to keep her donors happy. I see this as corrupt, but if the college is going to be dissolved anyway, I suggest that the atmospheric sciences department be realigned into the college of engineering instead of the college of arts and sciences. We are more similar to engineers than we are to artists.

As a student in the College of Geosciences, I do not think alignment with Liberal Arts will provide any benefits and think the College Of Geosciences should be left to stand alone. Students in Environmental Programs want to receive a Bachelor of Science, not a Bachelor of Arts. The college of "Liberal Arts and Sciences" makes it seem like all of the small

colleges were just grouped together when they have nothing in common at all. Texas A&M is a huge university that is known nation wide, I personally do not know why we are trying to follow in smaller colleges footsteps with these changes. Students in the geosciences are very satisfied with our small community and our own personal identity on campus; it was one of the reasons I decided to pursue an environmental degree at A&M. In an attempt to increase the arts, you very well could be diminishing the environmental programs here at Texas A&M which would be a big shame to future environmentalists. I implore you to keep the students in the College of Geosciences in mind when you make this decision. We do not care we are a small college. We would like it to stay that way. The College of Geosciences is nothing like anything else offered here at Texas A&M. It should not be placed into a group of Liberal Arts majors just because it is small. It does not make any sense, nor will it improve anything within the College of Geosciences. If anything I see this change having negative benefits in the community and counseling aspect. Thank you for taking the time to read.

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The academic realignment strategy seems lacking and unproductive in some respects. For example, the new "four-legged" stool structure ignores both the business and architecture schools all together. The engineering school should not hold degrees that are outside of engineering. This will ensure the engineering school holds its prestige and can focus solely on engineering. With this being said the Construction Science Department should stay within the architecture school. This is part of the built environment.

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-make tamu have 5 pillars instead of 4 -have their be a dedicated arts school and a dedicated sciences school because there are way too many students for one designated dean to worry about -just because the "better" schools have a combined arts and sciences school doesn't mean it'll work for us and our large student population -arts & humanities should be a separate school and should be allowed to grow on campus and have a bigger part -aside from that all other planned changes are cool

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It would be best in the best interest of the university to let the Department of Construction Science remain in the College of Architecture. I do understand that there is a relationship with Civil and Mechanical Engineering as highlighted in the report. I also recognize that the College of Engineering at Texas A&M is also world class. However, as also stated in the report, the Department of Construction Science is already nationally recognized as one of the top programs in the country, and a lot of this is due to how the program is currently structured and the wonderful faculty we have within the program. I can speak from personal experience, the Department of Construction Science has provided me with a great education, landed me an internship, and has truly made me feel that I will be ready to enter the industry as soon as I graduate. Texas A&M is known to hold on to our brilliant traditions, and this is an area where there is no need to break tradition. With the great success of the program, there is no need to make any adjustments, and no need to move to the College of Engineering. This is justified by observing the large amount of support we have from alumni, current students and faculty, and all of our CIAC members. Not to mention the marvelous career fair we hold each semester, and most importantly, the classes we attend everyday. I am always so proud of how well recognized and respected we are, and am honored to tell people I am a Texas A&M Construction Science student, rather it be on a jobsite or just striking up a conversation with someone. Both Texas A&M and the Department of Construction Science are both well respected and synonymous with excellence, and it is imperative we continue to uphold these values by continuing our current operations and organization.

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I am giving my feedback for Recommendation #1. I do not think it would be wise to combine the College of Liberal Arts, College of Science, and College of Geosciences into one college. Focusing on rational 1, as a geoscience student, this point seems to favor the liberal arts. Throughout this recommendation, the size of the college is emphasized often. The reason I choose the College of Geosciences at Texas A&M was because of it's size as it is now. I want to emphasize that I think the College of Geosciences and College of Liberal Arts should not be combined because, as students, we are so different. My sister is in the College of Liberal Arts and we think so much differently. I even think reducing the administrative structures to one would be a disadvantage or an incredibly hard job for whoever is put in that role. They would have to juggle so many different niches, from the oil and gas industry, international diplomacy, to the medical industry. This may be hard for companies to recruit from as well.

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I believe that the consolidation of the college of liberal arts, science, and geoscience is a way to pander to liberal arts and weaken the strengths of the college of science. It is understandable that the university wishes to become more well rounded. To do this they should focus on implementing successful strategies specific to colleges like that of liberal arts. The overall restructuring feels pointless and an unnecessary way to cause mayhem in the university.

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Sport Management is under HLKN. Getting moved to the school of public health/ Kinesiology moving into a health department would leave sport management stranded without a department. On top of it all, even if SPMT stayed under HLKN if it was moved out of Education and Human Development, tuition rates would increase exponentially. I am

interested in getting my masters of sport management here at Texas A&M, but if SPMT gets moved, I will be looking at other options for post-undergraduate education.

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I chose to attend A&M because it was one of the few schools that had Performance Studies as an undergraduate major. If a School of Visual and Performing Arts is established, it would be a great asset to continue to offer a BA in Performance Studies due to the fantastic faculty and staff that are one of the major reasons I have stayed at the school through the pandemic. They have been nothing but supportive and pushed me to be the best artist/scholar I can be. The School of Visual and Performing Arts would be made more complete by keeping the academic research element alive via Performance Studies. I agree with the report that creating, collaborating on, and learning about art is an important element of becoming a leader. Theatre, music, dance, visual art, and research should all happen alongside one another, where the most effective collaborations can occur.

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I support the idea of creating a new Institute of Biological Life Sciences as housing the biological life sciences under one institute will allow for greater collaboration between them due to the many overlaps between the biological life sciences. However, I am skeptical of the idea of moving them into the College of Agriculture and Life Sciences and AgriLife. If anything, I would support the creation of the institute under the College of Science. As a student in the College of Agriculture and Life Science majoring in biochemistry, the resources provided to us in the College of Agriculture and Life Sciences are more geared to agriculture rather than scientific research which many of us wish to pursue as a career. For instance, sometimes I feel out of place in my Hullabaloo U Course run through the College of Agriculture and Life Sciences. Most of my classmate want to go into agriculture focused careers, so naturally, the class orients itself more to that perspective leaving those of us wanting to enter research outside of agriculture feeling "left out." I can image that the College of Science has much more appropriate resources for biochemists than the College of Agriculture of Life Sciences does. Similarly, I apply this same line of thinking to the biological sciences. Placing all the biological sciences into the College of Agriculture and Life Sciences can cut off their students from the plethora of resources provided to them in the College of Science as, like mentioned previously, the College of Agriculture and Life Sciences has resources more orientated towards agriculture. While I understand that a rationale for bringing the biological sciences into the College of Agriculture and Life Sciences is to "allow for easier collaboration for the biologically oriented faculty in the College of Agriculture and Life Sciences to collaborate with faculty throughout the university working toward similar interests," this can already be done with the biological sciences being housed in the College of Science where the College's student resources will not be sacrificed for those students. Finally, I also believe it would be beneficial to move the Department of Biochemistry and Biophysics into the new institute as there exists sufficient overlap between the Department of Biochemistry and Biophysics and the other departments proposed to be moved into the institute.

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Please keep the BIMS degree under the college of veterinary medicine. I love being a BIMS student, and I really like the BIMS directed electives. BIMS electives are very geared towards prehealth students, so the classes are really interesting and applicable. If BIMS moves to a different college, many pre-vet and pre-med students will be confused. Additionally, please keep the department of biology under the college of science. Biology classes are super important and moving them to the college of life sciences and agriculture will prepare students less for the tougher upper-level sciences.

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Do not combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. That is the most ridiculous thing I have heard in a while. Especially combining liberal arts with the others. At least science and geosciences are very related. Liberal arts and science is possibly the most unrelated colleges and they recommend we combine them? That make absolutely no sense. They are different colleges for a reason, and it should stay that way. It might be more efficient for the store to combine all the fruits into one giant pile but nobody is going to do that for obvious reasons. The same logic applies to this. They are different colleges studying completely different things. Do not combine them.

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I and a lot of other students in the college of Geosciences do NOT want to combine our college with the college of liberal arts. It is not related to science whatsoever, so it does not make sense to combine any college of science with them. I am frankly very offended that this is even being considered. Being grouped with a college of art degrades the level of difficulty of my degree and I do not agree with this proposition.

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My input is mostly regarding rationale #2, recommendation #9a, and #9c.; although, I may mention others. As a University Studies Architecture (USAR) major this is concerning to me. My experience within my major has allowed me to make my degree plan more specialized while still being fully immersed in the welcoming culture of the College of Architecture. The College of Architecture is unique because the students collaborate between majors which is important when working on creative projects because our diversified perspectives allow the project to flourish in ways that would

not be possible without collaboration. If the College of Architecture was broken down and separated, leaving only ENDS, Landscape Arch., and Urban Planning this diversification would be lost. As a USAR student, I value the connections I have made within the College of Architecture. Construction Science majors have voiced their opinion that within internships they do not connect with engineers. Instead, they connect with the architect. Visualization majors are valued for their wonderful creative abilities and the joy and insight their ideas bring to our college (COA). I know the idea is to elevate the College of Architecture, and I am excited to see that the University is attempting to make this happen, but I am worried that this is not the best way to do it. It is also amazing to see A&M wanting a College of Visual and Performing Arts. I think the university would benefit greatly from this advancement. I propose that instead of breaking down the College of Architecture to elevate it, we expand it. Bring what would be the new College of Visual and Performing Arts to the College of Architecture. Build the COA more space to allow Visualization, ENDS, and the other majors to grow. The student body of the COA would be overwhelmingly happy to welcome more creative minds into the wonderful community that we have created.

As a student who changed their major to construction science from engineering, I personally do not advise A&M to follow through with this merge. I, as well as other former engineering majors, mutually agree that the way professors deliver courses in the COSC department is far different than in the engineering school. Firsthand, I have experienced the willingness and compassion from professors in the COSC department that I never found in engineering. My first year here, I was only another student in the engineering school. In construction science, I found a family, where everyone is willing to help me, rather than being more concerned about their own research. Furthermore, the content is somewhat similar to architectural/civil engineering but would be a mistake to merge these precisely because of the facts that COSC majors interact more with the architects hand in hand. I have friends in both departments, and the architecture major's knowledge and grasp of the material is closely related to mine more than the civil engineer. With this in mind, I hope officials realize how this merge would negatively impact the students, not only academically but also in their relationships with their professors.

Please consider stop making super colleges where everything is combined under one name. Funding and space are becoming increasingly sparse within engineering and it is hard to oversee so many students on an individual basis.

None

As a Student Senator of the College of Liberal Arts, I ask for these changes to the suggestions: Please keep the Journalism degree in Communication, immediately rebrand the Communication department to Communication & Journalism, rename the degree Journalism and Media Studies (B.A and B.S. and 3+2 Masters), while working towards a future School of Communication & Journalism.

I am concerned with the concept put forth in the report regarding the merger of the Bush School and the Department of Political Science. I fear that this merger would completely irradicate the culture of the Bush School and supersede the intention of its programs as envisioned by George HW Bush. The report seems to imply that there is overlap between the political science department and Bush School programs, and I would point out that this is a gross oversimplification of both programs. Political science focuses entirely on social science and the graduate programs prepare students for academia. The Bush School prepares students for lives of public service and educates them in international security and policymaking at the practical level, not theoretical. Having been a student of both the department of political science and the Bush School, I firmly believe that joining the two schools would ruin both programs. Further, we would likely lose a large number of Bush School faculty members, especially the practitioners who provide valuable insight and instruction from their incredible real-world experiences. The picture painted by this report is clearly from an outsider's perspective who does not understand the intricacies of both programs and feels that simply because they're both somewhat related to government and politics, that they are interchangeable. Force-fitting the department of political science into the Bush School would ruin George HW Bush's living legacy because the school would no longer be about public service, we would lose practitioners with incredible professional backgrounds who come to teach at the Bush School because it is not academia focused, and our remarkably high percentage of students who go onto public service would drop drastically. This merger would be a mistake that neither the Bush School or the Department of Political Science supports, and I would hate to see future Bush School students receive a subpar experience because of it.

I believe that the Department of Construction Science should stay in the College of Architecture in respect to field operations. In field operations COSC majors communicate more with architects than engineers. Furthermore the department of Construction Science is based on the management practices that go along with construction rather than the designing process.

I support recommendation #4, which discusses elevating the Bush School. If their programs were more accessible to undergraduates, many would be interested.

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I do NOT think it's a good idea to combine the college of science into the college of arts. It's disrespectful that instead of trying to provide more resources to the individual colleges, the easy way is being taken out by just throwing together all the colleges that don't seem to get much attention, further pushing them into the corner of "we don't really care about you." As a chemistry major, the last thing I want on my degree is the "College of ARTS and science." It feels like it's diminishing my accomplishments and all the nights I spent crying and stressing over my classes for the "science" to be an afterthought. I did not choose A&M for my chemistry degree to come from the same section as an English degree. We will be ostracized for 'picking' a school where our degree is from the "college of ARTS." Students will be less encouraged to join the science and geosciences majors if it's thrown in with the humanities. The college realignment is possibly the worst idea out of the whole MGT report. You are expressing to the students that you do not care about putting in the effort to foster a better education experience in the individual colleges, and instead want to combine them so you have to spend fewer resources on them. Seriously reconsider this suggestion as I believe it will severely affect the future of your science and geosciences majors.

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Construction Science faculty must remain in their positions. They are great professors and deserve to continue to teach our excellent program. Keep the College of Architecture, as its students have many different needs than the Engineering students. The College of Science is one of the best colleges we have on campus. By combining it with the College of Arts, the needs of the students and faculty could not be adequately met, since Art and hard sciences are very different from each other. The research is different, the classes are different, the students are different. Science and Art are both very important, but not in the same way. Therefore, science and art should not be combined into one college and under one leadership, since the two fields are too distinct from each other.

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The single largest thing I disagree with in this report is the creation of the College of Arts and Sciences. Unless students' degree plans are able to grandfather in and allow them to stay on their current track without disruption from this change, then it will disrupt too many juniors and seniors.

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More emphasis need to be placed on engineering and agriculture since A&M is a mechanical and agricultural school not fine arts. There are plenty of other universities to get a fine arts degree from, A&M needs to keep its focus on engineering, science and agriculture.

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I believe that taking away the College of Geosciences will significantly hinder my academic experience. I am a GIST major who loves the small atmosphere of the College of Geosciences. I have a relationship with several professors and faculty and am an active member of the Student Geosciences Council. I believe that if we lose our status as an individual college, we will not receive the levels of funding and support because we are much smaller in size than the Colleges of Liberal Arts and Sciences. I am grateful for the chance to attend such a great institution but I feel like things are better the way they are right now. I hope that student voice is considered because I feel like there is some relatively strong opposition in the College of Geosciences. I don't want to lose my home within a home here at Texas A&M. It has really made being part of such a large institution more manageable for me. Thanks.

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The college of Liberal Arts is in desperate need of more investment in faculty and research, as evidenced by its inability to create enough basic classes (e.g. Spanish 101, etc.) for students who need them. A college of arts would fill a huge hole in Texas A&M's academic offerings. My sister, a National Merit Scholar, was unable to consider or take advantage of TAMU because it did not offer her desired degree in Music Education.

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This comment refers to the proposed merger of the Political Science Department with Bush School. While it is understandable to try to recruit more paying graduate students (for the Master's in Public Administration Program at Bush School) through integration of the Political Science Department, I believe this can be achieved through other initiatives and the proposed organizational changes are not the best way to achieve this. We have a very highly ranked Political Science Department which needs to be protected. Please refrain from doing anything that would damage the department.

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I am a TCMG student and I would love to see my program moved to engineering! I feel like we are out of place where we are at.

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The move to combine the College of Liberal Arts with the College of Science and College of Geosciences focuses on the improvements to the College of Liberal Arts while ignoring potential negative impacts on the Sciences. While there are some majors that do overlap both fields (psychology, economics, anthropology), the majority of students in the college of sciences have very different academic paths in college and very different post-graduation plans. The support they

need is different, and it makes sense for them to have different colleges reflecting that.

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i think that the colleges should stay separate, it is the unique identity and independence of each college that makes tamu great and our experience as students different than at other large universities

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When it comes to creating the College of Arts and Sciences, the negative I see is that it may become too big and the cultures that exist in the different colleges now may go away. There's a certain camaraderie amongst the people in the different colleges, as there are a good number of shared experiences/courses that people can bond over, as well as similar interests in general, and I fear that lumping everyone together in one big college might make it harder for those bonds to form. The positive I see is for people like myself, who may have been interested in majoring in something in one of the colleges, only to discover that they would like to make the switch to a different one would find it easier to do so if this merger were to happen, as they wouldn't have to change colleges, just departments. I think a journalism department would present a lot of interesting opportunities for students, and agree that the Bush School should be more visible/better integrated. As of now, it feels very distant, and not just because it's on West Campus.

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1) I support the creation of a new school or department for visual arts. The formation of a new school can and will help elevate the arts, which are an important cornerstone for a society. It deserves as much focus as government, engineering, or public health. 2) I also support the shift to move programs not related to architecture and urban planning out of the school. This will help streamline our programs and help tailor the additional resources to the overlapping needs of the aforementioned group. 3) I do NOT support the consolidation of university studies. After speaking to multiple students that are in the university studies program, they have all voiced their concerns. They feel that what makes the university studies program unique is the access to the college's courses, resources, and academic advisor. Their major concern is losing access to these resources if the university studies is moved outside of the college of architecture.

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Currently, the College of Architecture being under the category of a science and allowing them to get a BS is much more beneficial to them as a way to get hired after college, as getting a BS shows that they are more knowledgeable in their field and can do more than strictly what their major entails. It would not be beneficial for them to be considered arts students because a BA is less useful in the industry than a BS is.

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The combination of the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences may not prove to be as beneficial as some of the other recommendations as it may shaft some departments within each, for example, psychology. Psychology is a smaller department here at TAMU but it is of immense value. Decreasing funding towards this department could affect the future of these programs.

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Students on campus have widely been AGAINST combining the College of Liberal Arts, College of Sciences, and College of Geosciences. This measure does not seem like it would give Liberal Arts majors an advantage, like mentioned in the MGT report feedback. It just further implies that Texas A&M prefers to only focus on those in the College of Engineering or Mays Business School.

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I do not believe that it is a good idea to merge the College of Liberal Arts, College of Sciences, and College of Geosciences. I have many friends in the Geosciences and they all love the fact that they are the smallest college on campus because it has allowed them to have a close-knit community and strong relationships with their faculty, advisors, and administrators. The rationales listed in the MGT report focus on how this merger would benefit the liberal arts, but nothing is mentioned as to how the merger benefits the sciences. I agree that the arts deserve a greater focus at A&M, but I don't think this merger is the way to do it because it takes away from the sciences. I understand the desire to decrease the size of administration, but a compromise might be to create a College of Arts and a separate College of Sciences that merges the geosciences with the other sciences.

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I am against the idea of merging science, liberal arts, and geoscience. I take pride in Texas A&M's uniqueness; it is what makes us the best university in the world. Merging the colleges because our peer universities already have is a weak rationale. A&M should be proud of its focus on STEM. I would support an expansion of the Bush School. It is an honor to have been chosen as the home of the Bush library and it would be even more beneficial if undergrad majors were offered. A merging of the Bush school and political science majors makes sense.

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25 by 25 engineering plan will decrease the value of an Aggie engineering degree while decreasing the quality of education. Few engineering professors are worried about being good teachers, most of them are just worried about their research.

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Merging the Department of Political Science and the Bush School would be a perfect fit. The change would potentially allow the department to expand its resources, ultimately helping students in enjoying a successful career. An

undergraduate program in the Bush School would also likely help increase the popularity of the school as it currently only serves graduate students. Political Science may become a more attractive major being apart of a school of government with graduate programs in public policy.

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let university studies remain in the colleges that they are in. This is what makes the university studies major unique, it gives students the opportunity to educate themselves on the aspects of various details but also keeps the focus on a specific college.

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I believe the push for emphasizing art and sciences (STEAM) is a fantastic idea, though it should not be approached by realigning some departments. For example, moving construction science to the college of engineering would further divide art and science fields rather than unify them. The college of architecture is a perfect example of the unification of arts and science. Removing visualization would allow for less flexibility for architect majors who find themselves leaning towards the design and visualization aspect of architecture. Those who are better strong suited in the science aspect of architecture have the flexibility of learning construction science within the college. Separating the departments from the college of architecture removes that flexibility.

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I have very mixed feelings about merging the College of Liberal Arts, College of Science, and College of Geosciences. While merging the College of Science and College of Geosciences into a single college makes very logical sense to me, the additional merging with the College of Liberal Arts gives me pause. I feel as though this would further separate the departments within the College of Science from the departments in the College of Engineering, and the departments within the College of Science have significantly more in common with the departments within the College of Engineering than the departments within the College of Liberal Arts. I fully support requiring undergraduate students majoring in the natural sciences take humanities and social science classes and vice versa, especially as I attended a liberal arts college for my undergraduate degree, but I do not believe merging the Colleges is required for this to be the case. I worry that merging the College of Liberal Arts and College of Science may negatively impact the graduate programs currently offered by departments in the College of Science as these graduate programs are structured quite differently than those offered by the departments within the College of Liberal Arts. As a small aside, I do find that the current naming convention of these Colleges is quite confusing. Historically, the liberal arts quite specifically include both math and science, so having a College which consists primarily of humanities and social science be named the College of Liberal Arts seems like an incorrect categorization. However, this naming issue is really beside the point. Simply put, I do not see why the engineering and technology branches of STEM have been placed in a separate College than the science and mathematics branches of stem, or why it would make more sense to place the science and mathematics branches in a College with the humanities and social sciences. I highly support the creation of a School of Visual and Performing Arts. I believe the Fine Arts are incredibly important, and bolstering the Fine Arts programs here would benefit all of the student body. Strong Fine Arts programs offer cultural assets to the community through their performances and art installations which help to make the students who attend more well-rounded individuals.

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I am concerned about combining the College of Liberal Arts, College of Science, and the College of Geosciences. The rationale of "most of its peer institutions: 12 of 19 peer institutions use this model" seems flawed. Simply because it is the more popular model does not mean it is the best. Is there any concrete data that shows the students are directly benefitted under this model than our current model? If so, the report doesn't say. It only highlights any potential; savings for reducing administration costs. By combining the colleges, it becomes more likely that specialized interests/degrees/majors might be lost amid the large pool of available degrees. By combining liberal arts into other scientifically oriented colleges, I fear that faculty, staff and students might be hamstrung by losing administrative focus.

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The restructuring of colleges within the TAMU system is an absurd idea. If you want to give the college of liberal arts more focus, combining them with another college is not the answer. Most people who attend Texas A&M are aware of the small nature that their school offers, and if you want to grow our liberal arts program, we should focus more attention on expanding the programs already existing within the college.

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I do not support Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. As a BIMS major, it is already difficult enough to get into our classes (most of us have to force request into our classes every single semester) and it is nearly impossible to see an advisor. Furthermore, if we are able to see an advisor, they are often wrong or ill-informed and combining colleges would only exacerbate the problem, given that BIMS has 2 degree plans currently (Fall 2018-Prior and the current one) and advisors are still unable to give appropriate advice. Combining colleges would also eliminate the benefit of being a BIMS major over being a Biology major, for example. BIMS is designed to help students focus on a pre-professional tract whereas biology is more generalized and meant for students to gain knowledge in a particular field. Finally, the fact that

we are required every semester to submit force requests for classes because there are not enough seats is disrespectful, the opposite of the Aggie Core Values. Proper respect of student time and money would be to have enough professors, sections, and space to host the classes needed for graduation. The University has the capability to know if X amount of students are enrolled in Organic Chemistry II, then Y% of them will move onto Biochemistry I, meaning we need Z number of seats in Biochemistry I the following semester. It is ridiculous that the estimations are off every semester and by combining colleges and therefore force requests, I can only see this problem becoming greater. I have also discussed this recommendation with my fellow classmates and have yet to find anyone who thinks there would be any benefit in combining the colleges. One of the main reasons I chose A&M was because of the uniqueness and purposefulness I saw in the BIMS program.

I am concerned that combining the Colleges of Liberal Arts, Science, and Geoscience is not in the best interest of these students, but for the sake of furthering the STEM-focus of this university. Lumping these colleges into one undermines the distinctness of these areas of study. Liberal Arts and Science are far from similar. Trying to merge them into one large college with little common interest will cause confusion and inefficiency for both students and faculty. The students in the College of Engineering face many challenges due to the large size of the college. These students lack the relationships with their academic advisors and professors that students in the smaller colleges get to have. Creating a College of Arts and Sciences would take away the small college feeling that these students are grateful to have.

Really like the idea of relocating the undergraduate BIMS program to a centralized Biological Sciences department, at least from a student perspective. The CVMBS could once again be just the College of Veterinary Medicine, with focus on post-graduate/professional degrees/research. I'm not sure how it would affect faculty, however. I guess any that taught undergraduate courses and professional courses would now have dual appointments between AgriLife and CVM?

Do not combine college of liberal arts, science, and geo science. There is a reason they are separate.

don't know enough to have an opinion plus I'm in the College of Engineering which would not be impacted much

I do not believe the college of liberal arts and the college of science (or the college engineering) should be combined. This decreases funding and negatively impacts students degree prestige and funding.

As a business student, I am concerned where the school would be located under the realignment. I think consolidating it to be in another school will impact the quality of the academics and the support students currently receive.

Fine with LA being combined with sciences, but the budget of the LA program needs to increase from where it is now.

The more I think about it, the more I do like combining the College of Science with the College of Liberal arts. The report is correct in the need to increase the renown of A&M's liberal arts programs at a STEM-focused school. Reducing administrative overhead is also generally a very good thing. Merging the libraries with this new College could also prove very fruitful.

I completely disagree with the recommendation to combine the College of Liberal Arts, the College of Science, and the College of Geosciences. I am a Molecular and Cell Biology Major in the College of Science and I see absolutely no reason why combining Science with Liberals arts makes any sense. Students of the College of Science have a completely different career path than those in the College of Liberal Arts; the majority of my peers are aiming to enter pre-med or, like me, go into scientific research. I could accept adding Geosciences to the College of Science as they both contain similar coursework (my brother is majoring in Geosciences), but Liberals Arts has no place taking away from the hard work and intense study that my classmates and I put into our education in science and technology.

I am harshly opposed to the Recommendation #9d portion stating: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. I am a public health student and this is simple not how the School of Public Health is ran. The structure of the SPH is to allow students to be an undergraduate student with exposure to the five core disciplines of public health. From there, students determine which core discipline they would like to pursue for their Master of Public Health or for their Master of Science program. Thus, the undergraduate student in public health belongs only to the Public Health Studies department, and no other of the other Public Health departments host undergraduate students for their BSPH degree. The other departments (Health Promotion and Community Health Sciences, Health Policy and Management, Epidemiology & Biostatistics, and Environmental & Occupational Health) only host MPH, Ph.D., or DrPH students. If the Department of Health Promotion and Community Health Sciences is taken to add in HLTH and KINE undergraduate, Master, and Ph.D. students, it would throw off the purposeful structure of the School of Public Health. Moreover, it



would make funding for Public Health, Health Studies, and Kinesiology extremely competitive. As per the SPH website, faculty received about \$12 million in research grants in 2020; per the Department of Health and Kinesiology received approximately \$3.2 million in funding in the same time frame. Another massive point that compounds all of this is the size of the Health and KINE department as the largest academic department, hosting all KINE 1-hour courses and other major specific courses for their departmental students. This would cause an enormous need for human resources restructuring within the Department of Health Promotion and Community Health Studies. The purpose of the HPCHS department focuses on external and national public health improvement, while the Health and KINE department takes a physical and clinical health approach. I have talked to faculty, staff, and students from the SPH who feel this is a mechanism to stifle the voices of the Health Science Center and the SPH. We would have an enormous amount of changes to make and given our department sizes being small for a purpose, it would overthrow the balances given to the SPH departments in their foundational nature. Finally, the department of Health Promotion and Community Health Promotion does not conduct any clinical work specifically whereas the Department of Health and KINE could not exist without it. The former takes a population and community based approach that contrasts the needs and purposes of the latter department. This recommendation is not what the SPH would need to better our departments, students, faculty, or staff.

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Although merging the college of liberal arts and the college of science would encourage attendance of liberal arts majors at a STEM university, I believe that some in the college of science will feel as if their degree is less “scientific”. Some might think that by encouraging liberal arts majors to attend, it detracts from their STEM based degree as they’re now lumped together.

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Please don't do the plan. It's not a good plan. We don't like the plan.

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As a student not affected by this move, I think it is incredibly important for me to speak out and stand up for the students who are being affected by the realignment and echo their dissatisfaction with it. First and foremost, Texas A&M is an university built on its uniqueness. That is one of the main appeals for students like myself to come to this wonderful campus and enjoy the life of an Aggie. It seems almost against the very premise of our culture to simply “do what they’re doing” and match other programs combinations and realignments. Secondly, I believe that this alignment would do the exact opposite of its intent of drawing more students into both schools. Personally, and following the opinions of many other individuals as well, I would much more likely move to a school dedicated to my desired field of study, like a dedicated school of science. Mushing these different programs together would be a huge turn off for me, as well as many individuals I’ve spoken to, when considering what school we’d wish to join. At the end of the day, I know I don’t have the knowledge of a management firm and I certainly don’t think that I know best. However, I am an Aggie through and through and I am proud of that. Our university prides itself on its uniqueness, so let’s keep that spirit loud and proud!

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After reviewing the report submitted by MGT about the realignment of colleges within the university, I feel strongly opposed to said changes. Combining arts and sciences is overall regarded as a terrible decision within the student body population, as this devalues our individual colleges, makes getting a spot in our classes during registration even more difficult than before, makes advising even worse than it already is, and has the potential to turn away future students from the university. I know that I speak on behalf of many of the students at Texas A&M when I say that if this realignment had already been a thing when I was deciding on where to go for college, that would have turned me away from choosing Texas A&M. So to reiterate, I and most all other students at Texas A&M, are strongly opposed to these changes, and recommend leaving things as they were. Thank you for your time and consideration.

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Don’t combine the College of Liberal Arts, College of Science, and College of Geoscience. The arts and the sciences are on opposite ends of the spectrum of academia nine times out of ten. I think combining them, would complicate many things as any new policies put in place to help members of the College of Science and College of Geosciences could impair members of the College of Liberal Arts and vice-versa. If y’all are dead set on consolidating some of our colleges I think it would be more beneficial to just combine the Colleges of Science and Geoscience rather than all three colleges.

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For academic realignment, no attention was paid to the departments losing people, which provide some of the most diversity to the overall graduate student population. For example, the Department of Sociology continues to give some of the most talented students in the field but are not given the tools they need to survive and thrive. My fear as a student is that combining the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Science would further create a discrepancy. Also - if this combination occurs, all graduate students need to be paid the same similar to what our peer institutions do. Otherwise, it just enhances the divide

between the value of liberal arts and sciences working together. Moreover, it seems as if the only logic supporting the decision to combine the department is to provide better support to the "STEM-focused" university. All of our students are not STEM-focused, and the college of liberal arts, which thrives in its production of empirical research, provides spaces for students to understand that learning is valuable in all ways. Students in the College of Liberal Arts already feel unseen because of the university's values on other colleges without uplifting the college of liberal arts. Again, I feel an erasure is happening that isn't being paid enough attention to.

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In regards to the realignment of the POLS division into the Bush School of Government: I do not agree with the recommendation. The purpose of the Bush School is to provide education and experiences to public servants that goes beyond an undergraduate degree. PhDs are oriented towards academia, not government service. The masters programs based on capstone projects provides students with experience for future careers in the field. Additionally, the culture of the Bush School is unique because of the nature of the programs it offers. The small size allows students to create relationships with each other and their professors to promote professional growth; this would not be as effective in a combined setting. Even if it were combined with POLS, why not also combine with the INTS department too, given the MIA emphasis at the Bush School? The emphasis on POLS alone does not seem ideal if realignment is the goal.

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Good.

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Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

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In regards to the BIMS program, I am indifferent towards realignment, however there needs to be change within the department itself. As an incoming freshman, I heard from many upperclassmen BIMS students that classes were extremely difficult to get when U3/U4 status was achieved. Now, I am living that reality. For example, there are a total of 130 seats for the BIMS specific anatomy class (which cannot be substituted) when there are HUNDREDS of students that are needing to take this class in order to graduate. Furthermore, if a student is seeking to pursue medical, veterinarian, or any graduate education, this will be delayed. It is absurd, and this issue is not unique to this anatomy class. It is seen with the BIMS specific genetics and microbiology as well. Students should not have to be panicking or worried about not reaching full time status which jeopardizes their financial aid and their position for further education due to their graduation being delayed. Another issue is the ratio of advisors to students. It is one that is far out of control. Before this fall semester began, I sat in front of my laptop for over 3 hours before I could finally meet with an advisor for an update on my force request because, to no surprise at all, I was not at full time status for the upcoming semester and all of the classes I needed were full. When I finally got with the advisor, the meeting lasted a total of maybe 5 minutes. 2 weeks prior, I emailed the office for an update on the request as instructed from an email sent about force requests to which I received no response until 2 days after I met with the advising staff. This needs to change, and this is also not unique to just me. Please, I urge you to consult other BIMS students about their satisfaction with the advising staff and class availability. The advisors are nearly impossible to get into contact with, which is a huge issue, and it's simply due to the ratio being extremely disproportionate. There either needs to be more advisors/faculty/staff to accommodate for the large number of students, or there needs to be stricter standards for admission to the program. Just about every required upper level BIMS course is full or, most often, overbooked. While growth of the program is good, if other aspects that are vital to students success cannot keep up with it, growth becomes a hindrance. I think this situation asserts very strongly that there is such a thing as being "too big," and I hope to see change for the next generation of Aggies. I love this school, but the problems described above have been more than frustrating and ridiculous. Change is needed for the BIMS department. The same ratio issue is also seen with the OPSA. [REDACTED] both always highlight that there are just simply too many students and only one of them. Don't get me wrong, their work is greatly appreciated, but ultimately not everyone can be accommodated for. The solution is either higher more professional school advisors, or tighten admission standards. I know Texas A&M cherishes being the largest university in the state and one of the largest in the nation, but once again there is a trade off between size and quality. Please also consider this. I'm not exactly sure who will be reading this, but if this message could be please forwarded to appropriate contact for the BIMS department, that would be greatly appreciated because, with all due respect, I know I won't be able to get in contact with an advisor or anyone else in the department to express my concerns.

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Do not "realign" the colleges. They exist for a reason. Texas A&M will never get a dime from me as a former student if they just slap it in with two other legitimate separate colleges.

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Recommendation 9a: By combining all university studies majors into one department, there will only be more segregation between students in university studies and those in other related majors. By keeping university studies

students in their respective departments, students have the chance to be fully emerged within their department of choice. While I agree with the idea of A&M needing more consolidation to make things more efficient and cost effective, I do not believe we should do so at the expense of student well-being.

I believe that students that were admitted to the future College of Arts & Sciences under its former names should be allowed to graduate with their respective colleges of Geosciences, Liberal Arts, and Sciences; if this is not able to be accommodated, at the very least, permitting graduates to have their desired college on their diploma would make almost all of the affected student body much more comfortable with the change.

This sounds almost like too much. Although there does need to be an establishment

The university does not have the infrastructure or culture to support the creation of a School of Visual and Performing Arts. The unification of the current programs will not increase involvement in the arts on campus; the current programs currently do a fantastic job of pulling support and participation from students. Serious investment should be made to develop and publicize the Bush School. By pairing it with the undergraduate Political Science department, Texas A&M could become home to one of the nation's premiere institutions of politics and public policy. The department of construction science is currently unique in its culture, system, and career paths because of its placement in the college of architecture, as opposed to the college of engineering. The soft skills required to be successful in construction science are typically devalued by the general engineering coursework and system. The transition of Technology Management is in a similar situation. Allowing spaces for non-engineers to study fields that may be related to engineering allows the university to produce a more diverse, well-rounded set of graduates.

I am not in support of the merger because I have friends in the College of Geosciences who are student workers and are concerned about losing their jobs, and thus their ability to afford to attend Texas A&M University. I also think that realigning these colleges goes against the traditions of TAMU because we have always been different and special in many aspects, and one of the main reasons that the report cites as a reason for the colleges to be joined together is because other universities have all of these colleges grouped together. However, Texas A&M is known for being different and special, always caring about tradition and keeping to the way things have been done and will continue to be done since the creation of the university.

I think combining the College of Geoscience, Science and Liberal arts into one college is an outrageous idea. There are little to no parallels between majors between all three colleges and each one has amazing opportunities (especially the College of Geosciences) specific to those colleges and none else! Yes TAMU is mostly a STEM and Agriculture focused university, and there is a reason for that and there is nothing wrong with that. There is a liberal arts college and just because it's "underrepresented" compared to other Universities does mean we need to combine liberal arts with a bunch of newly centralized science departments and majors. What a gigantic mess that would be. I don't care for the idea of a College or School of Visual and Performing Arts. Again it's not something that TAMU is known for or needs to be known for. Why don't we focus on making the programs and majors we have right now better rather than creating new ones and pushing programs and majors that TAMU has never specialized in. Also, I get that liberal arts is a required elective for everyone regardless of major because Universities seem to think that it helps people expand their horizons or develop more critical thinking skills, etc. But none of the creative arts electives I took were beneficial and I truly don't know anybody who has told me that they learned anything of use in World Theater, History of Electronic Music, History of Rock, etc. They are ALL blow off classes and a waste of time, money, and resources. I am not against Liberal Arts, there are benefits but for the most part, especially with the way those electives are taught (i.e. the lack thereof of instruction and actual learning in those classes) these classes are completely useless to most non-liberal arts major. I know there are communication majors out there that want to major in Journalism but I would be careful of the amount of money and resources that go into something like creating a whole department just for Journalism...it's a dying major and career. I am very pessimistic that a department of Journalism would benefit TAMU in anyway.

As a liberal arts graduate student, I am concerned about the proposed changes to the college of Liberal Arts and combination with science colleges. How would this directly benefit me? It only seems like liberal arts would be further reduced in terms of representation. If you would like to actually show support for liberal arts and recognize its importance, equal funding should first be distributed towards research endeavors, faculty salaries, and graduate assistantships. There are no direct reasonings or benefits outlined in the report for why this combination should happen other than it is what other schools have done. However, the proposed change to the Visualization program and the addition of a robust arts program will only increase the university's reputation and output. It is frankly embarrassing that Texas A&M does not offer ubiquitous art classes such as pottery and allow students to major in the visual arts. Even

engineers need to be well-rounded and have an outlet for creativity and stress.

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The College of Dentistry should be moved from Dallas to College Station and be made a part of the Medical School. There is a huge potential in the dental field. The College of Dentistry should be expanded to ensure better enrollment. Like the Rackham Dental School in University of Michigan, there should be a lot of money spent on the Dental School and inter-departmental collaborations should be facilitated as cancer research is closely related to dental research. The Medical School, in general, should be expanded and upgraded. There is a lot of potential. Texas A&M is currently heavily reliant on the Colleges of Engineering and Agrilife. This needs to change. More money should be invested to hire better faculty in the smaller colleges.

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#9a The USAR degree is special BECAUSE it is part of the college of architecture. Take that away and it will be like all other university studies degrees- which are not special. I am a senior USAR major and I believe my job leads so far are based on my "design based" degree and the fact that I was part of the college of architecture. I think USAR is a really cool degree, but I wouldn't have chosen it if it was in a different college.

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I really appreciated their focus on expanding the fine arts program and providing more of a space for these interests on our campus. As a student with past involvement in the Dance Science program, I have had a front look at the passion of the students in these types of programs as well as how unrecognized they go on our campus. I feel that if we want to continue excelling nationally, we need to make a place for the arts to give our students well appreciated and well funded programs. I agree with the consulting group's assessment of the current programs and the need for expansion.

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I strongly believe that Recommendation #2: The establishment of a School of Visual and Performing Arts (and relocation of the Department of Visualization) would greatly benefit the student body academically and culturally. By providing the opportunity for students to pursue careers in performing arts, a wider variety of students would feel supported at A&M, while students involved in other majors would have a greater chance to balance STEM-based coursework with artistic pursuits.

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Please do not get rid of the College of Education and Human Development.

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Please don't change anything.

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I honestly do not know my position on the proposed unification of the three colleges. Especially Geoscience is weak on its own, and consolidating them would give them the ability to focus on academics. However, it also causes them to lose stature and independence. Many people in the college of science are concerned about losing funding to support weak or useless departments in liberal arts. There also in such limited subject matter overlap that it doesn't really make sense to eliminate the independent vision of each college. Every individual department would have to be considerably strengthened, and I don't know if that is good management or not. I don't see a need for there to be a full fine arts program. I doubt it would be successful without massive use of resources. We do not have the infrastructure to support such a conservatory performance program and there is no need. I am as happy as can be simply playing for fun in the University Bands. There are enough strong music programs in Texas that building one from the ground up would be expensive and probably inefficient. To me, it simply does not fit the mission and purpose of this University. It is certainly good to expand the arts program and provide for more arts education on campus, but trying to start with world-class musicians is a step too quickly. I support the integration of fine arts program into the College of Liberal Arts. Uplifting and allowing the Visualization department to grow is desperately needed, as it is a strength that is underutilized and its current position in the College of Architecture hinders its ability to increase in stature. The idea for collaboration between engineering and fine arts is a good one, however it requires recruiting specialized faculty and lots of attention as it is technically difficult. The more that engineers can be exposed to the arts, the stronger they will be, especially with the removal of the engineering ethics requirement. I fully support the creation of a Department of Journalism. There is a massive need for this program, and with the success of student media such as KANM and The Batt there is student support for it. The fact we don't have a journalism and media department is a massive oversight. Local news is exceptionally important and civic engagement on this campus is low and a department of journalism would help that. I fully support the expansion and merger of the Bush School. I fully support the creation of the Life Sciences Institute. However, it does not belong in the College of Agriculture. It is a scientifically based field and belong sin the college of science, or at the very least the school of public health. It is good to promote collaboration between biology and agriculture, especially for industry applications, but housing the institute in agriculture is illogical and irresponsible to the scientific foundations of biology and biomedical sciences. They are research and possible med-school focused. Creating a degree program for Librarians is good and a great opportunity to create a pipeline of talent. However, the

management of the university libraries should be kept in a purely administrative sense and not in the college of liberal arts. It creates an unnecessary burden on that college to manage what is essentially a business. Also, Cushing libraries and University libraries should be integrated. Reassigning University studies to Liberal arts is logical and I support it. Refocusing the college of vetmed to graduate programs is good and I support it. I fully support consolidating Kinesiology into Public Health.

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I think the school needs to focus on giving funding to all its programs and making sure they are offering all the classes they are saying are going to be offered. I know as a graduate student there has been a lack of classes that were promised and it is sad to feel lied to.

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I do not agree with the suggestion to combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. Go out and ask any engineering student; I bet they will say that the worst part of the College of Engineering is the size. I cannot understand why Liberal Arts would be grouped together with Science. The benefit of individual colleges under such a large university is the specificity, the ability to associate with individuals pursuing a similar career path and to create degree programs appropriate to each field. The leadership of each college can become an expert in their arena, learning how to appropriately govern the education of a particular subject. Each College should not be run in the same way if we want to achieve the best possible education system, as disciplines vary greatly in the way that they are most effectively taught. The proposed benefit to this change was to boost numbers, mimic other universities, and save money. If that is the goal of this university, rather than educating students so that they can make a real difference in their field, then this is not the Texas A&M that I thought I was attending. Do not sacrifice the individuals of each college in the university for the sake of your numbers. I also do not agree with the suggestion to create a new Institute of Biological Life Sciences, containing the Department of Biology and the Biomedical Sciences Program. While many people do not understand the difference between Biology and BIMS, I know that I do, having graduated with a degree in Biology and advised many students switching into the BIMS program. Biology is rooted in hard science: experimentation, pure scientific method, and laboratory education and research. BIMS is more oriented toward healthcare, with classes on anatomy and physiology, history of disease, and medical microbiology. Both degrees are excellent, but they have different focuses to cater to different students. Putting both of these departments under the same umbrella will eliminate the major differences between the two. I couldn't imagine going through the biology degree program if it were not in the College of Science; it was part of my identity to be a student of science, closely integrated with chemistry, physics, and math. It was the interplay between these disciplines that taught me what it meant to be a scientist. It would be more difficult for this to occur if the Department of Biology was separated from the College of Science. I can't speak as personally to the BIMS program, but its strength is definitely rooted in its relation to medical science. Now, I do think that there should be a way for some cross over between the two degrees, such as allowing Biology students to take BIMS electives that relate to biology, but this can be done without a drastic change to overall structure of the departments.

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Howdy! I am a senior applied math major under the College of Science. After reading the consulting report, I immediately became concerned with the proposed restructuring of departments and colleges. Specifically, combining the College of Science with the College of Liberal Arts would not be beneficial to students in the College of Science. STEM degrees are typically considered more difficult than most degrees offered under the College of Liberal Arts. I do not deny the importance of these majors. Indeed, society needs brilliant minds in those fields, and I happen to know several intelligent, impressive Aggies from this College. However, it would be a disservice to the students under the College of Science to combine these schools. Logically, this restructuring would not make sense because the two schools are vastly different. One way to see this is by comparing statistics for average GPAs in the College of Science and the College of Liberal Arts. Another fact to consider is the percentage of students that do not graduate from the College of Science because of the coursework difficulty required to graduate. The Dean of the College of Science shared this fact during my orientation. It takes hard work to graduate with any degree. For me though, I take pride in the fact that I will graduate with an applied math degree from the College of Science at A&M. I have worked hard studying and have spent hours upon hours in office hours with professors to understand math and do well in my courses. A few recent courses I have taken include Cryptography I and II, Advanced Calculus, and Mathematics of Interest. Students who have been accepted into and completed degrees in the College of Science would not be rewarded by the restructuring of these colleges. I am respectfully asking that the proposed combination of the College of Science and the College of Liberal Arts be rejected. Thank you so much for your time and consideration.

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The Bush School is a very special place because of its specific focus on public service. I fear that adding the Department of Political Science to the Bush School would detract from the mission that President Bush had in mind when the school

was founded. I agree that the profile of the Bush School should be elevated, but I don't think adding the Department of Political Science accomplishes that goal. I concede that most other public policy and international affairs programs have undergraduate and Ph.D. programs, but those programs don't have the same commitment to public service. If this does happen, the quality of the Bush School and the legacy of President Bush must continue to be preserved.

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Concerning Recommendation 9c: As a student of the department of Construction Science, (CoSci) I am hesitant of moving the CoSci department under the College of Engineering. Although it may appear the two colleges to have some overlaps, we do not. We are concerned with the actual construction, which is built on experience, management, and people skills, not based on calculations and theories. Additionally, the College of Architecture relates more to CoSci since they design buildings. They do not design other products as engineers do, they focus solely on buildings and of the like, just like CoSci. Furthermore, our degree is involved more with scheduling, project management, and estimating (project forecast / budgets). We are not involved with the actual mathematical calculations for the construction. We are involved more with the process of transforming it from those numbers / plans into reality. Also, the best professors I have had in the department were those who worked in the industry for numerous years. Yes, they may have not had a masters or a doctorate, but their experience made them worthy. I am concerned moving CoSci to the College of Engineering will deprive students from such knowledgeable professors. From what I have seen, the College of Engineering is interested in hiring those with a masters or above. For construction, a masters or doctorate is not needed to show one is skilled or knowledgeable in the profession. For us, our years in the line of work and the projects we are involved in serve are just as important. In fact, I would prefer a professor who has worked in the industry for 25 years than a professor with a doctorate in construction and never worked in the industry. We need people in the line of work to teach what the line of work requires. Another concern I have with moving the CoSci department is losing the CIAC, who both provide us with internships and scholarships. The CIAC serves as our construction network. We are able to apply for internships or full time jobs offered by the members of the CIAC. I personally interned with a company from the CIAC and I believe if TAMU did not have that connection with them, I would have failed to find an internship. On my internship I was able to put into practice what I learned in my classes. I also learned so much from that amazing experience. Additionally, I received numerous scholarships from the members of the CIAC. They helped paid for my education and minimize my educational debt. Through our CIAC, we are able to be one of the departments with the greatest financial aid available. They also inspired me to later on in my life give a scholarship to a CoSci Aggie student. If we lose the CIAC, I am worried future CoSci students would not have these amazing benefits. The CIAC is like our mini Aggie Network. Moreover, I am concerned of how the admissions process would change for CoSci. I am aware the students of engineering go through a general admissions program then have to reapply to the major of their likes. I believe this will not benefit CoSci since students who do not have the passion can be filtered into the program. CoSci requires students to have the passion to manage projects. Additionally, once again, I feel the majors do not align to even be considered in the same "general" classes their freshman year. Our department is well known as being a part of the College of Architecture. I believe if we are in the College of Engineering, our reputation will be overlooked by the engineering majors. Our classes do not align with engineering, we require professors with experience (not a certain degree), we need our CIAC, and we need passionate students who love the major. Please do not let our prestigious reputation as being one of the best CoSci departments be lost.

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As a senior student that is part of the LAUP (Landscape Architecture and Urban Planning) department of the College of Architecture,(COA) I am strongly against moving any of my fellow classmates, future or present, to a different college. The Department of Construction Science is a core part of any architectural course and it's not uncommon for Landscape Architects or traditional Architects to delve into the realm of construction. To move any aspect of Construction to the College of Engineering is counterintuitive as we often do refer to their teachings and if anything we should be working much closer with our fellow Cosci classmates. The Visualization program likewise is also a core aspect of the COA and has thoroughly been integrated into our college through the help of professors such as Professor Russell Reid for example. To remove the aspect of creativity from the COA goes against the idea of architecture and limits the resources available to students, future or present. With these views and opinions in mind, I have to restate how displeased and disappointed I am with TAMU for so greatly misunderstanding what the COA is and what we do after A&M.

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I would be hesitant to support a merger between the undergraduate department of political science and the Bush School. First, the report states that this move could help the Bush School become one of the highest-ranked schools of public policy. However, the Bush School is not a school of public policy. It is a public affairs or international affairs school. The ranking that matters most in this regard is US News & World Report's Best Graduate Public Affairs Programs. This is a minor error, but it might be indicative of a larger misunderstanding of what the Bush School is trying to do. Also,

rankings are overvalued. The methodology for the USNWR ranking is based entirely on reputation. This favors older and prestigious universities, even if other schools are doing a great job of teaching students and placing them into successful positions/careers. It also does not take into account finances (average debt at graduate, etc.) or how the school helps those most in need. Having a high rank is useful for marketing and fundraising (and I enjoy that the Bush School has been rising in this ranking), but it should not be the primary goal. Second, the Bush School already admits a large number of TAMU undergraduates as part of the 3+2 program. So many that the average age of a Bush School enrollee is lower than more competitive programs. This has a noticeable effect in the classroom. Although these undergraduate students bring a lot to the table, their lack of real-world experience sometimes makes discussion rudimentary. Third, I don't see how the Bush School benefits from this merger. I would be surprised if any Bush School professors would want to teach undergraduate students. I also do not know how having undergraduates adds to the culture of the Bush School. The fact that the Bush School just offers Masters programs helps it stand out from competitors. This is a benefit. Fourth, I would also caution against adding Ph.Ds to the program offerings. The mission of the Bush School is to train public service professionals. Although many Ph.Ds do work in the public sector, their opportunities are fewer. Producing Ph.Ds also raises a moral issue because so many with these advanced degrees have difficulty finding adequately paying work. Overall, I understand and agree that the Bush School has room to continue improving. But we should acknowledge that it is already growing and improving and not harm its culture or progress by merging it.

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Please do not separate the university studies degrees from the college they are already in. The university studies degrees are already going to take the classes in the specific college anyway, so there is no need to change where they are.

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While I get that many universities are moving to a "build your own major" approach to higher education and this can have some great advantages for students with specialized and interdisciplinary interests or career aspirations, I do not think you have to do away with University Studies concentrations in the process of adding this approach. Some students, like myself, like the balance of structure and flexibility as compared with traditional majors. The challenge of the "build your own major" idea is it is created completely from scratch, but these concentrations are useful templates for students and give more depth in a particular area of study without being as specialized as some traditional degrees. Also, contrary to the current impression out there about University Studies degrees, not all students who got in to these majors were ones that failed to get in to other programs. Some students actually chose these degrees and emphases intentionally. For me, this has been such a relevant and rewarding degree, and it would be such a shame to see future generations not get the opportunity to learn about leadership as I have. This is one of those degrees that doesn't just grow people academically and professionally but personally as well. As far as where to house the advising for the University Studies degrees, I agree about putting it in the new College of Arts and Sciences to streamline the administrative processes. However, I hope you can come up with an alternative to keep the specializations, even if it means making them a required minor plus a few extra required courses. This puts responsibility on the student to get approval for the minor within that department and make sure all required courses are completed, along with prerequisites, but none of this is new for the University Studies student.

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All of the majors should not be grouped into one hierarchy of a system. Each major, specifically university studies, has their own specific purpose and students' should not be grouped just to have a larger college. Grouping all majors together to create a larger college does not, but promote complications between organizations that do not normally work together. Not to mention, people would have to be restructured which would take away from valuable resources that can have a positive affect on students. Being a university studies major varies per college, and taking away that experience to develop around peers, will negatively affect the purpose of university studies.

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I believe that the USAL major is one of the few that embody all the core values of Texas A&M University. Without this major, I would have not found my place at this university. What we learn within this major I have found my passion for leading and I believe that it would be an unethical decision to take seats this major.

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I do not believe the merger would benefit the school. The merger would lessen the experience of students. Particularly the geoscience students would be greatly impacted in a bad way. They might not be able to go on as many field trips which is a major part of the experience you come specifically to A&M to get. Everyone in the geoscience program comes to TAMU because the program is amazing and you get to say you are a geoscientist which is not something you can get anywhere else. Also something to think about is IODP and how that might effect the financial standing of the college if the merger happens. General advising on a large scale would not be great for students or current advisors jobs.

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As a student in the College of Science, I strongly oppose the suggestion to join the College of Science with the Colleges of Geosciences and Liberal Arts. I strongly believe that this merger will decrease the value of the education I am seeking

here at Texas A&M, especially as I came here for studies in STEM. The subjects and disciplines covered by the College of Science and College of Liberal Arts are greatly different and I do not believe this will provide any benefit to the students that it will affect. Although I understand the sentiment that liberal arts majors must feel supported at this stem-focused university, I do not believe a merger with an entirely different college will accomplish this goal. Additionally, I believe it is the responsibility of Texas A&M to put the value of education above their agenda to save money on overhead costs; by merging the administrative faculty between the College of Science and the College of Liberal Arts, Texas A&M will be decreasing the quality of assistance we gain from these roles because the backgrounds are so vastly different. Please consider the students of these Colleges prior to any academic realignment.

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This is a terrible idea. Keep the college of science and liberal arts separate. It is not like A&M is struggling for money. We need more advisors and more support, not less. Cutting corners by combining these two colleges shows how much y'all prioritize getting big paychecks than the welfare of the students.

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If I'm reading the MGT's rationale correctly for combining the Colleges of Liberal Arts, Science, and Geosciences into a new College of Arts and Sciences, their reasons seem to boil down to 1) other universities do it, 2) it would benefit liberal arts, and 3) it would reduce administrative costs. However, it seems they have not addressed why different colleges exist in a university. I would say they exist because any problem has distinct facets and having different colleges reflects that there are different mindset-perspectives for tackling problems. A scientist, an engineer, a philosopher, and a public servant will tackle the same problem (say renovating a degrading water pipeline that crosses state boundaries and that is subject to interstate treaties) with different mindset-perspectives because that problem has distinct facets that no single field could adequately address by itself. I believe that Geosciences has a distinctly global and stewardship mindset-perspective inherent in the disciplines of geology, geophysics, geography, meteorology, oceanography, environmental geosciences, and geographic information systems. This makes it very distinct from the more fundamental and lab-based mindset-perspective inherent in the disciplines of physics, chemistry, biology, mathematics, and statistics (though I admit zoology is a gray area). I also believe that these global-and-stewardship and fundamental-and-lab-based perspectives are very different from the interpersonal perspective inherent in Liberal Arts. Science looks at the fundamentals of our natural world. Geosciences looks at the relationships between those fundamentals as well as between people and our natural (non-living) world. Liberal Arts looks at the relationships between people. Based off similar mindset-perspectives, I would say Geosciences with Agriculture & Life Sciences (ALS) or Liberal Arts with Education & Human Development (EHD) would be better combinations; though I think having to deal with life and stage-of-life still make ALS and EHD different enough to remain their own colleges, respectively. In sum: though a stretch, I could see the Colleges of Geosciences and Science combined into a single unit. However, I fail to see how the mindset-perspective of Liberal Arts is similar enough to either of those two to warrant combining into a single college. Thank you for consideration of this feedback.

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I think a lot of the changes being made are good including the reorganization of some majors to new and different departments. The only one that I would disagree with is the movement of university studies programs outlined in 9a. As someone who just switched into university studies inside the college of architecture, I would like to remain as a student in the college of architecture-where a majority of my classes will be. I switched into this major because I still wanted to be within the college of architecture and I will be sorely disappointed if my program leaves the college.

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I believe that the dance program should remain in partnership with kinesiology and stay a bachelor of science. The TAMU dance program is unique in the aspect of science. It teaches its students how to go on and be good educators, Physical Therapists, and safe dancers. A new fine arts building would be nice and allow for more attention to the arts but it is important that dance stay involved with Kinesiology.

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Considering university studies degree plans require students to take a mandatory level of higher level courses designated for their field of study, regardless of their minor choices, it belittles such students to consider them inadequate to be distributed into their individual colleges. Furthermore, taking into account that students pick the university degree plan they want to pursue, it is reasonable to assume that the student has chosen the plan that most fits their unique needs. Perhaps a renewed focus on mission would be helpful, helping clarify to students the intentions of each program, yet this does not mean that students should be moved into the college of arts and sciences as a way to group them, which can confuse the focus of a students study and possibly confuse future employers based on their college.

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My comment is specifically related to the Technology Management Bachelor's degree, of which I am currently working towards earning. I completely and unequivocally agree that it should be moved to the Engineering Technology school. Where it is currently located makes little to no sense, a significant amount of the course work is useless for my career



field, and the academic support personnel don't really have any understanding of the career field either. The degree as it currently is offered feels more like a Human Resources degree with a few IT classes, which is not at all how it is advertised or should be taught. This degree should be placed in a school and a department that understands what is actually taught in the course work, knows what the career field looks like, and filled with course work that is actually beneficial to that career field.

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You should not move biology to the college of agriculture. It's not fair to the students to move a prestigious degree to that college. It's not clearly expressed in the report how biology has been underperforming but with the amount of grant money our PIs have brought in that doesn't necessarily make sense either. Currently, I have a 4.0 GPA and would consider myself somewhat smart. However, if biology had not been in the college of science when I was choosing schools as a senior in high school, I wouldn't have come to A&M.

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Combining these two colleges would be incredibly frustrating to myself and many other students. I am a straight A student at TAMU on scholarship, and I came to this school specifically for the College of Liberal Arts and its programs. Combining this college with the College of Science could lower my GPA, alter my prerequisites for grad school, and limit the attention received by my college. If these two colleges were to combine, I would fear for the future of the Liberal Arts College and its place at TAMU. I love this school dearly and I am so proud to be an Aggie, but I hope beyond hope that you reconsider this decision.

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Plant science major (Department of Soil and Crop Science) should be an extension of the recommended majors in the recommended institute of biological science. It should be a path that is available for incoming biology majors to extend into.

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I see the benefits of combining 3 colleges into the College of Arts and Sciences, but as a STEM heavy meteorology major having the words "College of Geosciences" displayed on my diploma would mean so much more to me. A&M has always been high on which colleges I wanted to attend, but I fell in love with A&M through the College of Geosciences. I take pride in being apart of the smallest college on campus, as I'm better acquainted with my professors and fellow students. For admissions purposes, I feel like it's important to note how unique the College of Geosciences is because it's a rare college to be found at other universities, which is a deciding factor to many as to why they decided to come to A&M over universities with similar majors in different colleges. On another note, I'm somewhat familiar with IODP on West campus, and if I recall correctly they're able to receive funding because we are the "College of Geosciences" and not linked to other majors. If there were no more College of Geosciences I would be very concerned for the future of IODP. I can't stress enough how important and unique it is to be apart of not only the smallest but greatest college on campus.

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As a student that is a part of the Construction Science Department, I DO NOT agree with the department moving to the College of Engineering. Transitioning to this college would not only ruin the culture that makes Construction Science what it is, but it would also prohibit students from receiving the most beneficial education needed for the respectful careers most students from the Construction Science Department pursue, following their college careers. Students would not be able to create the same relationships with our current professors and faculty in the COE. Within the Construction Science department, creating relationships is necessary to be successful. One of the greatest things about this department is the ability for students to create tightknit relationships with their peers and professors, and this is due to the culture that has been established in this major. Many professors encourage Our department relies heavily on professors that have real industry experience, this is something that won't continue if we move to the COE. We would lose many of our faculty members due to COE degree requirements. The professors that would replace ours would likely have little field experience, if any; and this is a crucial aspect of Construction Science that can not be replicated in the COE. A majority of the students in the Construction Science department transfer into Texas A&M following their freshman or sophomore year, and this would be very difficult to offer in the COE. Due to the structure of the College of Engineering, transferring into the college is very difficult. Considering the fact that freshman year of being in the COE requires basic classes followed by the engineering placement exam. This means that students wishing to major in Construction Science will not even be guaranteed that major. If students wanted to be engineers in the construction industry, they are likely going to apply for Civil, Architectural, or Structural Engineering, not Construction Science. In most careers following the Construction Science program, our jobs are more in line with that of architects. COSC students need to know how to read and understand plans, specifications, submittals, RFI's, etc. These are all documents/procedures that would not be taught in the COE, as this is more math based. Learning to read the previously mentioned documents also teaches our students to manage a jobsite as well as give input for better constructability of whatever jobsite they may be on. Another issue that may arise from the transitioning of Construction Science to the COE is a decrease in funding from industry leaders that give a lot of support to the department, both financially and

academically. CIAC leaders show support through scholarships, internships, field trips, and other unique opportunities that are granted especially to COSC students. CIAC members, faculty, and students take pride in the fact that the Construction Science department has grown to become one of the best construction programs in the country without a ton of help from the university itself. Through these relationships, the program has had the opportunity to have its own career fair, and students are given the opportunity to give personal feedback to CIAC leaders and what they believe is and is not working within the program when it comes to academia, this is something students in other majors do not really have the opportunity to do. The Construction Science department is unique in its organization and culture, and that is a large reason for the program being as highly recognized across the country, as it is. Future students will not be able to experience all that the Construction Science Department entails if it gets forced into the College of Engineering. The Construction Science department has given me so many opportunities that I would have never been able to accomplish had the COSC department been in another college.

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As a Construction Science major I am concerned with the proposed move to the College of Engineering addressed in recommendation #9c. I would like to say that i am not completely opposed to moving to the College of Engineering, however i would like to warn against potentially changing what we now know as the department of Construction Science currently. What makes our department the best in the country is our faculty, students and degree plan. These are the three major elements which i believe make our department the very best in the country and i am afraid if you alter one of these aspects that it would be detrimental. What makes our faculty so great is the industry experience which they have and are able to share with their students. They do not simply teach from the text book but from their lifetime of experience in the construction industry. The second aspect that sets construction science apart is the type of students, we are not engineers nor are we architects. construction science students possess skills and knowledge of building that neither engineers or architects have. Lastly, I would be concerned with how our degree plan may be altered if we changed colleges. I would be cautious of trying to change construction science into construction engineering. We are not engineers and there is a reason construction science graduates have nearly a 100 percent job placement after graduation. The majority of construction companies do not want engineers, they want construction science majors because we can problem solve, communicate, read drawings and most importantly we know how to build. These are each skills that not most engineers or architects possess. I am in no way diminishing the role and purpose of engineers or architects discipline, i am only trying to explain that what we do is much different and should be considered. In conclusion, i would urge the university to take these aspects of our program into consideration and not try and change or make us into something we are not. There is a reason that our department is nationally recognized and i would be very cautious before changing what makes us better than all other construction science departments across the country. Thank you for taking the time to read my response and i hope that you will take my response into consideration. I am very proud to be a student in the very best Construction Science Department in the country, at the very best University in the country.

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Combining the College of Liberal Arts, the College of Science, and the College of Geosciences to create a College of Arts and Sciences would compromise each of those colleges. They have nothing in common, and combining them just because they are smaller is no reason to combine them at all. They are very distinct and need to be left as they are. I enrolled in the College of Science at TAMU, not the College of Arts and Sciences.

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Please do not create the college of arts and science. Being a woman in stem is a very difficult thing to do, and to have my records read "college of arts and sciences" for a chemistry degree feels insulting and almost demeaning to the amount of work I have put into this degree. I know it will most likely not impact me directly, but for all of the future students who do the hard work of a stem degree, they deserve the designation of a college of science. Additionally, the liberal arts students are extremely talented in their own regard, and deserve to be treated as such, not lumped into a college that won't be solely focused on them.

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I do not want the College of Science to be joined with the college of liberal Arts since each of them are important to have each one.

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After a discussion with my professors and classmates, I feel that we share the same feelings towards the findings of the MGT Report- moving Construction Science out of the college of architecture would be an immense disservice to the students and faculty who strive to make it one of the most desirable majors on campus. After joining Texas A&M as an engineer in 2019, I quickly learned that the atmosphere was not what I imagined it to be. I knew that if I changed my major, it had to be away from engineering. It is disappointing to see a "recommendation" to relocate Construction Science into engineering, as it would greatly affect the number of Students who want to enter the major. Moving COSC into the college of engineering would take away the independence and specialty of the major itself. Similar to COSC,

moving University Studies Architecture (USAR) into another college would prevent the college of architecture from producing well rounded and knowledgeable students under its own wing. It is disheartening reading this report to find such recommendations that would reduce the college of architecture to effectively be the smallest college on campus. I hope there are many other comments similar to mine, as the report feels like an attack on majors such as COSC, which have been major contributors to the university.

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As a student in the College of Geosciences, I fail to see what the benefits of consolidation into one school for arts and sciences are for student and faculty, and I do not believe any of these benefits justify changing the current structure for the most part. While I understand STEAM education is great and all, Arts really is distinct in its own way and I feel consolidation really takes away from that uniqueness. I also enjoy being in a small college at this university and having it separated shows that the College has room to grow even more on its own as the Earth undergoes changes due to human impacts and climate change. TAMU Geosciences needs more support than ever before, and I feel consolidation would be a disservice and lead to more disinvestment. Other than that, I do not mind the other proposals.

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Strongly agree and supportive of creating combining visual and performing arts into one school and that school have its own center. Agree with and support moving the departments mentioned out of the School of Architecture so that the school can better focus on it's mission.

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I am currently taking CLAS 101 and I would love to see a revived commitment to the Classics Department including the Greek and Latin languages as well as their other accommodating classes. This department includes many passionate people that are dedicated to this academic subject but recently this same department has lost a professor and there was no rehiring to fill their spot. I truly believe this area of academia and study is beneficial for everyone who goes looks into it and would hate to see the department start to shrink. Overall, the department is filled with wonderful professors and passionate students and I'd love to see more of that!

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I think realigning the colleges will have a considerable negative impact to the success of students. Much of the reason that I chose to attend TAMU was the funding in the Department of Oceanography and the renown of the College of Geosciences. By fusing multiple colleges together, you will lose some of the small funding sources and opportunities within the department that make it such a desirable place to be a part of. I want my degree to come from the College of Geosciences, not over a large umbrella of Arts and Sciences. This consideration of realignment does NOT benefit the students.

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Do not merge completely different colleges. We are different and deserve to be treated with respect for our differences.

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I do not believe that there should be a college of science and arts. Each department is fine being separated as they are. I believe that some colleges, such as liberal arts, do not even receive enough attention on their own so this move will create an even greater negligence.

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I am afraid that all of my work will be discredited by changing how the departments are structured. Instead of the full degree, it would just be bachelor of science and not my specific field. You guys strive for individuality and uniqueness but then sum all of the departments into one. Also, combining departments into 4 main ones will cause an unevenness in how many majors and students per department.

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do not change the curriculum for construction science

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I am writing in main concern to the MGT report concluding that the Construction Science at Texas A&M should be moved out of the college of architecture. My issue with this finding is that with the program moving to the college of engineering, the program will then have too much of an influence from the engineering curriculum. The Construction Science program at Texas A&M is one of if not the best program in this field in the country. The program has reached this by staying focused on the management aspect of construction rather than the design. This leads me to my main argument on the issue. I have spent the past several years doing internships in the summer. One conclusion I can make is that the design and building side of construction are two very different roles. Construction managers are much better suited to have a diverse set of knowledge in the building side of construction rather than engineering. What separates our program from many other schools is that we are driven by the industry leaders as well. This can be seen from the professors to the past alumni that give their input to what the program should be focusing on. Another extremely unique aspect of our program is that we have an very high job placement rate post graduation. This means that companies think extremely high of our program and want to recruit from here. I think this is mainly because the program is so focused on the building side rather than design. In my personal opinion one of the biggest issues I have seen in my short time in the construction industry is the lack of knowledge in the building aspect of the field. By this I

mean there is constantly issues with the design teams giving drawings that are incorrect. If the program moves towards the design side of construction this issue will only get worse. I respect everything the design team brings to the table, however the two programs should work together rather than blend together. In summary, I have been honored to be apart of the construction science department at Texas A&M. I truly believe that the program has put up the frame work for a successful career in the industry. Furthermore, I would like to see the program continue to provide a world class education for future students.

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The department of Construction Science should not be changed. We are proud constructors that work towards the same goal as an engineer but in a completely different way. Our goal is to construct and not to design, and if we were to transfer to engineering, we would not be competent in our field. In our field engineers are not sought after because they do not know how to build and this would hurt our job opportunities. What it means to have a degree in Construction Science from Texas A&M would not carry the same weight. The history that we have created and the roots in the many companies is more than each of us and shall remain the same for the future constructors.

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It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

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None

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I agree that BIMS should be paired with biology because I wasn't able to get into the classes I needed for my degree multiple semesters. If I hadn't of taken so many BIMS electives, then I would've switched majors the day I couldn't get into a science my junior year. I had to take anatomy in the summer to graduate on time due to the university allowing too many people in the major without hiring additional professors. I know multiple last semester seniors (including myself) in BIMS 320 because we were only now able to take it (due to animal science majors or BIMS minor students taking our spots). There's nothing more frustrating than paying money to come here and not being able to get the classes you need. If I had to do it over again, then I would've done research and chosen a school where you could actually get into classes you want.

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I absolutely disagree with the finding of MGT in regard to moving the Department of Construction Science to the College of Engineering. The overall goals of these two do not align the same and a move would be a detriment to the students.

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The academic realignment suggestions make no sense and would harm the biology students. Truly i believe were doing great things i see myself thriving in a department like this. Being a Bims students as undergraduate, i can compare both departments. I can say that this department is amazing and i love being a part of it. I wouldn't change a thing so neither should the provost.

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I strongly support Recommendation #2: the forming of a School of Visual and Performing Arts, and relocating the department of Visualization to this school. This would better represent the academic mission and the culture of the student body of the visualization department, and provide opportunities for the college of visualization to become a leader in new media education (especially in film and game development). Increasing the size and resources of the department would also allow for better collaboration between the Visual & Performing Arts dept and the College of Engineering. Currently, hybrid degree plans like the Game Design and Development minor have a great deal of interest from Engineering students, but are limited by the resources provided to the college of visualization.

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The report states that the Biomedical Sciences program will be placed under the College of AgriLife. While this is good for the BIMS majors who wish to pursue a career in veterinary medicine, this is not beneficial and may even harm BIMS students who wish to pursue a career in human medicine or academia. The current structure of the BIMS program allows for students to focus on their area of concentration and by placing this program under the college of agrilife, it will undermine BIMS students pursuing careers in human medicine.

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I believe that realigning the college of science with liberal arts will be of benefit to all in those colleges. At previous universities I have received degrees at, these two colleges are combined and provide opportunity for interdisciplinary research and collaboration. Creating ideas and research otherwise unconsidered or difficult to coordinate. Additionally all programs will benefit from a more centralized and increased funding structure. This benefits undergrads, grads, and

faculty alike. It will help all of the involved departments to properly fund grad students and faculty at levels commensurate with our peers and make our school an even more enticing R1 institution for these developing and great minds alike to work at, influence, and produce groundbreaking and informative research.

I do not think that the College of Sciences and the College of Liberal Arts should be combined: however, I do think that the College of Geosciences should be combined with the College of Sciences. I definitely think a School of Visual and Performing Arts should be established- we lose too many possible students to schools with music and art degrees.

Broadly, I have found that the college experience of students in the College of Science and the College of Geosciences to have very little in common with that of those in the College of Liberal Arts. While the students of science often find their experience dominated by the extreme and time-consuming academic rigor of their degrees, those in Liberal Arts degrees spend more time building connections and pursuing new interests. To be sure, there are many exceptions to this generalization, and to a large degree its accuracy depends on the major, but these are still two very different college experiences. In this light, it seems odd to presume that administrators for one college would know what is best for students of another college, should they be combined. Concerning University Studies degrees, I have less insightful input. I cannot gauge the effectiveness of the recommendation to centralize them to a general studies college, but it seems to be built on a characterization of the University Studies degrees as appealing to students without the "qualifications or interest to enroll in a College degree program." However, I have found that these programs actually appeal to high-achieving students, some of whom do go on to graduate programs. Obviously, because I oppose the creation of the College of Arts and Sciences, I would not agree with the recommendation that it undertakes the University Studies degrees.

I am a doctoral student in HLKN graduating in May. This program is full of drama to put it frankly with so many organizational issues and faculty and staff turnover that there is little structure or support for grad students. After attending this program for three years I can't blame the faculty who have left this department as I don't think the drama brought forth by the faculty is worth anyone's sanity. HLKN has been absolutely unhelpful as they continue to go through reorganization with faculty and curriculum. HLKN needs to put a prime focus on addressing a lot underlining issues dealing with mentoring, discrimination, and diversity. Half of students deal with not having a chair or advisor being present or dependable during their time here. The only professors who have been helpful during my dissertation journey are from outside of the HLKN department and I would prefer to work with them. When it comes to curricula there are too many faculty members who basically teach the same classes. Most of our classes coincide with SPH and many of the grad students are getting a certificate from the SPH program. I completely agree with putting HLKN under SPH and encourage you to do so. I also think you should work towards diversifying your faculty as well as incorporating mentoring and diversity training especially within the department of HLKN.

Although hearing that about the possibility of a Department of Journalism excited me at first, it does not anymore. I fully support Dr. Blanton's alternate proposal for a "Department of Communication and Journalism." The ties that the journalism degree has developed with the department of communication as it is have been great and many of the goals listed in the MGT report are currently being met. As a former editor of The Battalion and perhaps one of the most prominent students enrolled in A&M's journalism degree, I think that speaking with people like me as well as journalism faculty would help make better-informed decisions regarding journalism at Texas A&M. I understand there may be alumni support for a Journalism Department because many former students graduated from the old department, but they are out of touch with where things are now and the progress that has been made with the journalism degree in the department of communication. I would love the opportunity to speak with anyone regarding this matter. My email is bradystone18@tamu.edu.

Moving construction science to engineering is stupid. We are in no way engineers and the engineer course work is unrelated, I know because I transferred out of engineering. Engineers are more similar to architects because they both design while construction science is about taking the designs to build or estimate or do actual work, not design and ensure everything others build is up to code.

As a student in the department of Construction Science, I believe that the inclusion of research in the field and at RELLIS facilities is an exciting proposal and would benefit my education greatly. With that said, I believe that the culture and communication between students, staff, and especially industry professionals that we have now is very integral to the caliber of construction degree that TAMU offers. If moving to the college of engineering means that Construction Science can uphold the core benefits that we have now (such as collaboration with the CIAC professionals and having professors that have real field experience over many decades), then I am for the move, but if we destroy our very best traits the degree and regard of our program within the industry will plummet.

I do not believe that academic realignment in terms of moving Biology into the College of Agriculture would be beneficial to anyone. The Biology program is one of the most lucrative graduate programs in terms of bringing in grant money, research publications, and allowing undergraduate students to get research experience. Biology is an intensely collaborative department, both via the sharing of knowledge and resources between the labs, and separating everyone will lead to a detrimental loss in productivity all around. Furthermore, Biology grad students depend on the TAs to supplement what their labs can provide and to allow for more students to be in Biology labs. Loss of that funding would leave many grad students underfunded, potentially leading to debt and an increased rate of students leaving without a degree. Personally, I am from an interdisciplinary program that is much less composed and supportive than Biology, and I feel lucky to have been welcomed into Biology.

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I am currently a University Studies student in the College of Architecture. I feel that if we were to be moved into the College of Arts and Sciences it would be detrimental to my desire of being well-rounded in the Architecture world. I did University Studies- Architecture because I wanted to learn and understand a touch of what each architecture niche there was. I have always prided myself in being in A&M's College of Architecture and by this move, I would feel cheated out of that dignifying title. I also think that the architecture community is so intimate that if we got put into a bigger college it would make each student feel less valued and more like a number. I believe that being identified with a specific college gives each university studies student a deeper identity and pride in their major. Please consider not making the change for University Studies students.

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I would like biology to be kept in the college of science

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Regarding Finding #5 To say that there is a perception that the Department of Biology is 'underperforming' based on the comments from the interviews without any metrics to accompany this statement is preposterous. I have been in this department since 2016 and I have noticed a dramatic positive development of this department in every way. The department has been hiring new professors, several who are the top scientists in the field, the funding levels are equivalent to the top-performing departments in the University, there is an increase in the number of graduate students recruited, despite the more stringent selection process. The remark that most peer institutions do not have a stand-alone Biology department is false. Vast majority do, and only Cornell, which is mentioned as an example, does not. There is no confusion among the students regarding the selection of appropriate majors, the degree offered by the Department of Biology has a clear focus on general biology, unlike the those offered by the College of Agriculture and Life Sciences and the College of Veterinary Medicine and Biomedical Sciences. This proposal to merge Department of Biology with the others mentioned under the same Institute is unnecessary, and poorly argued for. Again, there are no metrics which to go by and the statements comparing our university organization to the others are false. The Department of Biology should remain in the College of Science, independent, and it will soon become even greater than it already is.

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I am unsure if this goes specifically toward this comment box or not, however, I need to put it somewhere and this seems logical. Removing the Construction Science program from the college of Architecture is a mistake. Although there are areas of Construction Science which factor in a bit of engineering knowledge, it is no way related to engineering how it is to architecture. Being that Texas A&M's Construction Science program is one of the best in the Country, why fix something that is not broken. Just because there may be a more feasible or financially rewarding reason for "centralizing" Texas A&M's Educational Programs does not always mean better, and is it really worth doing so if you are negatively affecting the students whom this will affect, at least that is the whole reasoning for this, correct, the students?? Also, Consolidating the degree program of University Studies to the College of Arts and Sciences is a huge mistake, starting with the reasoning. It was stated that doing so is "To ensure that each college focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." I would like to see the evidence and the University Study program students who would state the reasoning of their educational path is due to their lack of qualifications and interest. The University Studies program includes many areas of education in a certain realm, would this not suggest their capacity for MANY interests and this program allows them to learn about many aspects of a particular college and industry?

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Texas A&M's meteorology program is ranked number one in the nation, and people will travel across the country to come here. One of the main things that draws people to our program is that we have the resources of a large university, but the close-knit community within the College of Geosciences. Combining the College of Geosciences with the College of Science and Liberal arts will remove that factor and make our program less reputable. People will choose not to come

here if we offered a BA in Meteorology instead of a BS. Additionally, a lot of graduate programs require a BS to continue studies, and changing that would make our program less reputable.

I am a graduate student in the molecular and environmental plant sciences interdisciplinary program, however I work in a biology lab and am therefore a part of the biology department. I am also the president of the biology graduate student association. I did my undergrad at A&M, graduating with a biology degree from the biology department, therefore I have perspective as both an undergraduate and graduate student when it comes to Texas A&M's department of biology. For undergraduates, I think merging programs to streamline biology related majors is good. It takes out the confusion of having to decide which college to join. However, as a graduate student, I have concerns. In the report, it states that the biology department is underperforming. This isn't accurate. Therefore, any need to change the biology department based on underperformance is unnecessary. Secondly, major restructuring of the department is concerning for graduate students with regards to home labs and funding. Large-scale merging like this is bound to see lay offs of not only staff, but faculty as well. There needs to be assurance for current graduate students that they will not also be kicked out of the department or kicked out of their lab, forcing them to change paths mid-degree. Related, there also needs to be assurances for funding. Merging will also reduce the number of required TAs. Many graduate students depend on TAs for funding. It is necessary to have backup plans and support for any graduate students who may lose TAs, as this could jeopardize their future in graduate school. Having been a part of this department for 8, going on 9 years now, it's run very effectively and efficiently. Both undergraduate and graduate students have many opportunities and much support, both academically and personally. Our community is tight-knit, and while every department could be improved in places, the biology department is one of the best. I worry that these large-scale changes will disrupt the internal structuring and personnel which make the department what it is. It will displace graduate students and harm the department-wide collaborative and support networks. While these proposed changes may improve the university in the long run, the effects it will have on current personnel, including and especially graduate students, needs to be kept in mind and planned for.

Many aspects of the academic realignment seem to be a bit misunderstood. The school of architecture is a fantastic school and set up properly and shouldn't be tampered with. Specifically construction science. In the real world construction science majors specifically relate to architects and not necessarily engineers. It is one of the best majors to receive at our university and manages to have great success rates for all of its students. Therefore these changes don't make sense and shouldn't happen. Don't try and fix something that isn't broke.

As a student of Biomedical Sciences, I think combining Biology and Biomedical Sciences is a terrible idea. Biomedical Science students are intentionally held to a higher standard because of our goals. BIMS is intentionally harder, and although we take many of the same classes as Biology students, ours are elevated and require more. Biomedical Science prepares you immensely for your future in medicine, whichever path you may take.

██████████ and I am one of the top undergraduate researchers here at Texas A&M. I am Texas A&M's Rhodes Scholarship nominee and have been admitted into the Mount Sinai School of Medicine—a top 20 medical school located in New York City. I have conducted extensive research within the department of biology, and my concerns about the MGT report are almost exclusively focused on the issues pertaining to Biology and the potential creation of a new "Institute of Biological Life Sciences" (Finding #5 and Recommendation #5). The perception that the Biology Department is underperforming is simply not true. It is totally unclear what data this perception is based on. Biology faculty have made clear that not a single member of the Biology Department, nor the Dean of the College of Science, was interviewed in the generation of this report. This year alone, the department has brought in upward of \$21 million in new external funding. Together with established, highly successful mid-career and established senior faculty, the research trajectory is on a solid upswing. We also have extensive collaborations within the College of Science. The Biology Department is also recognized on an international stage for our excellence in key research areas, including Biological Clocks, Spinal Cord Injury, Evolution & Ecology, and Microbiology. The department is attracting world-class, ultra-competitive new faculty members because of our department's "brand". We are not simply performing at an "acceptable" level but we are excelling in our research. Here are some statistics that clearly demonstrate the effectiveness of the Biology Department's teaching mission. (1) The DFQ rate of BIOL 111 reduced from 40.7% in 2015 to 11.2% in 2020. (2) The first-year retention rate of Biology majors increased from 83.9% in 2015 to 95.9% in 2020. (3) The number of bachelor's degrees in Biology awarded in 2020-2021 is already over 40% higher than the last academic year (without factoring in 2021 graduates). (4) The number of 1st-generation college students graduating with Biology degrees is already over 80% higher than the last academic year (without factoring in 2021 graduates). (5) The number of Biology undergraduate majors has increased 57% since 2016 (currently 1942 undergrad majors). This compares to 12%

over the university as a whole. These are just some statistics that demonstrate that the department is far exceeding an “acceptable” level of teaching. Additionally, Biology departments are almost never in Agriculture schools, and such a move may hurt research and disrupt ongoing initiatives in the College of Science. If Biology is asked to move to the College of Agriculture & Life Sciences, I am convinced that this would have an enormous net negative impact on the University. I have been so fortunate to receive the benefits of the remarkable biology education and research here at Texas A&M, and I know that Texas A&M would suffer tremendously in the future if the recommendations outlined in this report are implemented.

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I think combining Liberal Arts and Science is a bad idea. The reason given for combining the colleges is because other universities are doing it, and that should not be why the colleges are combined. Trying to create the rationale that after joining the colleges, somehow Liberal Arts would have a bigger advocate and trying to sway people into thinking that is somehow the right decision? Texas A&M is one of the largest universities in the country. If they really wanted the College of Liberal Arts to have a bigger advocate, that would happen, but since the university is more concerned about those in STEM and the money it brings. I know that Texas A&M is more of a science-based university, and yet it was still my top school for a Liberal Arts degree. Liberal Arts, in general, has a reputation for having blowoff majors, but at Texas A&M, that is not the case. I have difficult classes where I am actually learning things and being challenged. I know those who are STEM who have struggled in Liberal Arts classes, and I think the college is on the right track when challenging students while still teaching them. It is a struggle trying to realize that even though I am not in STEM, I am still an essential part of Texas A&M, and taking away the college I chose is not the right decision. The university is all about saving money unless it comes to STEM, and it is unfortunate to see that colleges could be combined to save a few dollars. Despite this university being science-based, I was always proud to be a part of the College of Liberal Arts, and I think most of those in the college would feel the same. I do not believe it is the right idea to join colleges together just because other major universities have. Honestly, I do not believe that the students will play a factor in the university's decision when it comes to all the recommendations. I genuinely think A&M is just covering all of its bases. If something stirs up in the future, it can be said that our opinions were taken into consideration, and the university has an out. However, I hope I am wrong. I hope that our opinions are heard and that it is shown that the university genuinely cares for each student despite the blatant show that the university only truly cares for athletes and donors. Listen to the students because we are all here for a reason, and we all have something to give.

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I am a PhD candidate in the Department of Biology and have been here 5 years. The Biology Department is one of the most supportive and strongest departments to be part of as a graduate student and one of its major strengths is the wide variety of research areas available because of our status as a stand-alone biology dept. The research labs in our department are incredibly productive. Students, both undergraduates and grad students, are genuinely supported and faculty and staff take an active interest in constantly examining and, when needed, making changes to improve our experience in the department. One of the primary factors that attracted me to the current Department of Biology was the huge research diversity taking place. I did not want to be in a department where I would only be exposed to a select subspecialty. I value the broad spectrum of biological research occurring here and that I get regularly exposed to through department events, seminars, and internal conferences. I believe that having a dedicated, stand-alone Department of Biology is one of Texas A&M's current strengths! Reorganization as suggested by the MGT report would cause an enormous amount of disruption to everyone in our department from faculty to staff to students at both the grad and undergrad levels. I prize our current structure, organization, and the faculty and staff that work in our department. Disruptions and reorganization seem like they would inevitably cause confusion and delay for some grad students, plus the potential to rob us of current strong support that we rely on and benefit from.

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Although 12 out of 19 peer institutions use the model of combining the colleges of science, geosciences, and liberal arts, it would be much better to integrate the college of geosciences into the college of natural sciences and leave the college of liberal arts to be on its own. The college of science is already big with the number of biology undergraduate majors and graduate majors, on top of our astounding chemistry department for graduate students. Adding more majors into this college will distill the success and muddle the advising and assistance that the college provides for its students. This would hinder the publishing record of the college and inhibit its grant acquirement. The school of visual arts should primarily focus on other arts that UT Austin does not already dominate along with UNT and Texas State. This would help it pass through legislature. Same for the college of journalism. Do not create a library sciences program as UT already dominates that field. Centralization of the buildings for the biological life sciences department would be necessary. Currently, there are a variety of buildings on campus that serve as biology centers for research so major reconstruction is necessary for this to work administratively. Something to include would be whether neuroscience is a part of this or



not.

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I am an International student from Ghana and got the opportunity to do my Ph.D. at the Department of Biology after my graduate program in University of Ghana. The emotional, academic and financial support provided by my department is overwhelming. The graduate support staffs, graduate advisors/HOD and faculty members all ready to help you succeed. They always have their doors and arms opened for their students plights. Most important to me is their utmost support for diversity and inclusion- they've organized seminars and short talks on matters relating to diversity and inclusion in science and research. One other initiative in such direction is the creation of a weekly class termed as "pizza class", where we graduate students share our plights and worries with our Graduate advisor over lunch. The faculty members are all involved in interesting and fascinating research that's cuts across range from the evolution of organisms through to Microbiological study of microorganisms to the translation into medical physiology (neuroscience). Principal Investigator (PIs) share their intellectual knowledge with us the students during weekly seminars and journal clubs. Most PIs have grant from a variety of sources such as NIH, NSF and so on and published articles in high impact factor journals. This provides support to the graduate students working in those labs. The department cumulatively had grants over 2 million dollars over a short period, which to me is a step in the right direction. They (department) hired new faculty members in order to increase their research base and are looking at employing more. I feel so honored to be a part of the department especially at this phase of their growth because automatically it positively affects we the graduate students. I believe the department is on a trajectory at the moment and sincerely I thing a moving or merging the department with another will most likely halt decrease this forward thrust. Thank you

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I hope I am grandfathered into staying on my current path towards my degree in BIMS. Additional coursework, more administrative actions, and/or moving into a new building will only prolong my time at Texas A&M and prevent me from going to my job offering.

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I'm a senior graduate student in the Biology department. When first reading the report I was surprised at the perception that the Biology department was underperforming. On a first note, having been a undergraduate as well as a graduate student in the department, its hard for me to understand how the department can be seen as underperforming. My experience throughout my academic career in the department has been nothing but positive and conversations I've had with other graduate and undergraduate students have always been of praise for the commitment of the faculty and staff to help students in any way possible. On a second note, the department has hired new faculty in a variety of areas for the last three years. I've personally attended many of the prospective faculty candidates talks and lunch's hosted by the department and aside from seeing a myriad of people with great projects and ideas, I've also observed their excitement with the possibility to join a department that is expanding and advancing. It is my personal opinion that the Biology department is and will continue to be a place where research and teaching exceeds students expectations when first coming in and the separation of the current faculty throughput other departments will only delay the path of the department to continue to grow.

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My major concern comes from rationale #9 and they are as follows; 1. To imply that a University Studies major (such as myself) does "not have the qualifications" to be in a specific College degree program is simply unfair and not true. Starting in the College of Engineering and switching to the College of Architecture after two years, I still maintained a 3.5 gpa. To break that down into further detail, my gpa for Fall 2020 was a 3.5 while being in 18 hours. The mean gpa for a student in the College of Architecture this semester was a 3.256. Spring 2021, our first semester back to in person classes, my gpa was a 3.75 while the average was a 3.268. 2. To say that a University Studies major (such as myself) is a distraction to other students is not only unfair to me, but my peers as well. Countless times, in both my Construction Science classes as well as Urban Planning classes, have both my classmates (who are in the specific degree) and I benefitted from each other in terms of studying, projects, homework, opportunities, and many more. 3. To assume a University Studies major (such as myself) is uninterested in enrolling into a College degree plan is a flawed statement. I would actually make the argument that I am more interested in the degree plan because of the path that was taken to get there. As someone who changed their major very late, I was over the maximum hours to get into most degree programs. Because of this, I had to take a different path to achieve hopefully the same end goal. In this path, I have to attempt to obtain the same information with many restrictions on the classes I am able to take within the degree program. 4. As someone who switched from Engineering to Architecture with a focus on Construction Science, there are not a lot of major connection between the two. To start off, the professors that I have had in Construction Science care much more about their students than the professors I had in Engineering. Not to assume this is the case all of the time, but many of my professors in Engineering seemed to care about their research more than their students. If this change

enhances research opportunities, wouldn't this problem only get worse? If the goal is to remove University Studies from the specific college, at least give the students the option to change to a degree plan they are interested in. This will allow future students to enter the degree that they would like to pursue, no matter what hour mark, or other special circumstances they are in.

honestly still don't understand how combining the college of liberal arts, college of science, & college of geosciences is going to "advocate for a liberal arts education at a stem-focused university" (as stated in the report). feeling sad for those who enjoy being in smaller majors at such a giant university, like students in the geosciences program.

No student that is enrolled in COSC will be able to perform at the level of an engineering student, or even complete the prerequisites for the engineering school. As well as taking out a university studies major you are getting rid of a big group of critical thinkers that are able to mesh in with the other students. None the less the way it was written in the report was degrading and unacceptable as a student in that major. By no means would I want myself to be considered "unqualified" because I am a university studies student.

USAR students are not "students who do not have the qualifications or interest to enroll in a College degree program" the program is a way for us to get to our goal. A lot of us come from different backgrounds, and having more hours than what the programs require does not mean we do not know what to do with our future. If there were no interest we would not be here, getting into Texas A&M University was as much of a challenge for USAR students as it was for any other degree, we are not just getting what is left, we are doing what is needed. This opportunity should stay for future generations because just as it is right now, dedicated people who know what they want are going to be transferring in and the credit hours should not be an obstacle to getting what they have been working for. Also, construction and architecture should stay together because in the construction industry both areas need to have mutual understanding and separating the colleges would only increase the gap and make it more difficult for those who graduate under those degrees. Lastly, the college of Architecture in TAMU is the reason why many students chose to be Aggies, it is one of the most successful colleges in the US, then why would it be good to dismantle it?

So I think that when you say that University Studies students are a "distraction" from the departments mission was really uncalled for because me and a lot of other students were forced to change into university studies due to having too many hours to transfer into our preferred major. Also many of the students in University Studies are in there because they are told they have more options to go into careers once they graduate. I think each department should be able to keep their own university studies degree. Another thing I want to address is that I do not think that the liberal arts college and the college in science should be combined. Just because other colleges do doesn't mean we should. I like that those colleges are separate. If any colleges should be combined is Health and all sciences. I don't know where the advising part should go. While yes sometimes its hard to contact all the required advisors, I do not think that combining all the different advising departments. I think a better idea is to maybe have an extra advisor who is able to know all the other departments. Its already hard enough for all of them to know the requirements for the graduation, let alone if you combine the entire advising group.

The realignment of the colleges are not only illogical but insulting. Grouping eighteen different majors into four is a nightmare. It is clearly to show that engineering is priority here. I am a USAR major and in your report I was told that I am a distraction to students that are better than me. There is no reason to put someone who wants to earn an architecture degree should grouped up with many different majors. A college of arts and sciences makes no sense. Arts and sciences are opposites. A chemistry major should never be associated with a gender studies major. The deans of these colleges are not going to be able to do their job when they are covering so many different majors. Construction Science is the number one program in the nation and your plan is to change it. Why? All of these changes seem like changes just for change sake. There is no logical reasoning behind it. Was there any consulting with this? Not to mention that your agenda to make Texas A&M a liberal arts college also just does not makes sense. This is not a liberal arts college and many people came here because it is not. You are changing the university that people have chosen to go to. People chose to go to one of the greatest schools in the country, not an engineering and liberal arts school.

making 4 colleges out of 18 not only shrinks the college it also limits what A&M and its students can do limiting peoples options with only 4 colleges will turn away incoming students because they might have wanted to go to one of the colleges that would be gone wont want to come to the school now faculty and students will be upset also those who give money and work with the school will find it a turn off if you get rid of the colleges they graduated from and give money to

Extremely opposed to the plans to move COSC and USAR programs. Specifically unhappy with proposed plans for USAR.

I transferred into Texas A&M in the summer of 2020. I really wanted to enroll as a COSC major, but I transferred in with 80+ hours, meaning I was ineligible. I was extremely bummed out, and my advisor told me that USAR was the next best option and he guided my degree plan to mimic a COSC major as much as possible. While these new changes will not affect me, I do not believe it is fair to move USAR into College of Arts and Sciences. Many people within USAR have absolutely no interest in any of the professions that seek out graduates from a college like this. On top of that, for people like me, who weren't even allowed to apply to major in COSC but still want to take similar courses— If we stayed within USAR, and graduated with a Arts and Sciences degree, that would be a HORRIBLE look to any employers within construction industry. Would probably move us down the list and in the current job market, that's not fair.

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This statement is in regards to the University Studies program directly from the MGT report: "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Science". As a student who plans to transfer into the University Studies program, I do not see myself as a person who does "not have the qualifications or interest to enroll in a College degree program". This statement is offensive and is simply not true. I am a student who desires to learn about the business industry while also obtaining knowledge about architecture and comparative cultural studies. I believe this program will best suit me for my future and the goals I hope to achieve after college. Please reconsider moving this major to the College of Arts and Science so that students like me can best achieve an education that will prepare me for my future.

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I think exterminating the college of architecture would be diminishing towards the university and deter new students from coming to the entire college. After all the motto "aggies helping aggies" is not carried out by this action. Because after these changes are put in place we are no longer giving students the opportunity to chase their desires and branch out. This decreases the interest in the school because now the smaller colleges like architecture will no longer be available. Which many students come to this school to find their little niche instead of being crammed into a giant "sciences" college. After all the college of architecture specifically the construction science majors are leading the nation in the industry after graduation. Getting rid of this not only diminishes what we have built here but also the name of Texas A&M as a whole.

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Overall disagree with the proposed realignments. Visualization should not be in a college with performing arts as Visualization is closer to animation and graphic design which is deeply rooted in the College of Architecture. Along with this USAR students should not be pushed into a singular college because the University Studies program gives students a chance to explore possible majors or have a place to wait while waiting for acceptance into a related major in the respective college. As an Environmental Design student myself, I was also confused as to why the program was ignored. I have been more than happy with the programs offered through the school of architecture. I believe that architecture combines arts with fields such as engineering and needs to remain as its own college because of its unique nature. Also, the Department of Construction Science being moved to Engineering would hinder the recognized program and lead to fewer students being enrolled in this vital degree. The College of Architecture has nothing wrong with it, so why should a program that has succeeded for so long be dismantled?

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This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

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It's wrong to move around the College of Architecture around and eliminate it. It's very hard to find a college of architecture and it's valuable to the school. You'd lose money and lose students if you change it. It's not broken, don't "fix" it.

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This is stupid, college of architecture is a gem at TAMU. TAMU COSC is the #1 COSC school in the nation. Why mess with it! We work with architects for a living. Projects go more smoothly when the project manager is working side my side with the architect. Don't mess with it!

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I feel that the College of Architecture should not be dismantled. The College of Architecture produces leaders in the construction industry. There are many companies that recruit at A&M that would lose the opportunity to hire Aggies

upon graduation. Moving COSC to engineering is an awful fit for COSC students.

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-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be it's own department.

I think that the recommendation of changing the COSC department from Architecture to Engineering is ridiculous. The department of COSC has been nationally acclaimed for the students past and present entering into the workforce. The reason for the success of these students is 1 the curriculum being taught and 2 the professors teaching the curriculum 1 The curriculum being taught in COSC is highly valuable to students that work at project managers and superintendents, not engineers. These two professions are drastically different than one another, and mixing these two degrees does not make any coherent sense. Project managers and superintendents are leaders in their field of work, and have to combine other skills and knowledge including math, building practices, knowledge of structural systems etc. The current COSC degree does an extremely good job of helping their graduates become well rounded managers. COSC has a lot of students coming from the Civil engineering and stating that they much prefer COSC. Putting COSC in the department of Engineering will make a lot of future students stray away from COSC at TAMU, and bring the level of curriculum down to many other schools who offer degrees in construction science or construction management. 2 The professors teaching in COSC are a good mix between having good first hand knowledge in the form of APT professors and highly-educated professors. APT professors are what make COSC a highly productive department. Having a master's degree means absolutely nothing until you are able to apply this knowledge to real world scenarios. The professors with master's degrees provide good information of the theory of construction, but the APT professors provide highly valuable information through real-world experience. That is why TAMU COSC majors are so successful coming into the workforce, because they actually know how to apply the knowledge given to them. My final gripe at the proposals listed in how the interviews and surveys were covered. According to the report, the interviews with students and faculty were done over the summer. This makes absolutely no sense, because the vast majority of the student body and faculty are not here during the summer. I do not know anybody who received a chance to voice their opinions for the report. If the report actually wants to present real opinions on the topics of they should do the report again during the semester. The President it supposed to make choices that represent and benefit the entire student body, and in my opinion this report does not factually portray our opinions and interests.

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I have concerns in regard to Academic Realignment Recommendation #9c, specifically with the suggestion to relocate the Department of Construction Science from the College of Architecture to the College of Engineering. I am a senior Construction Science student who is graduating in December, and I feel that this plan would prevent future students from having the same amazing experience in this major as I have for a few reasons. One reason is that our program focuses on the importance of industry experience more heavily than other programs, as there are many things that can only be learned in the field. Many of the Construction Science professors who are considered a staple of the program and have greatly contributed to my education directly have a lot of industry experience to share, but they may not meet the requirements of a College of Engineering professor. If these professors were to lose their job and no longer be a part of the program once it has been moved to engineering, I feel that the program would lose tremendous value. Another issue that I have with being moved to the College of Engineering is that if basic engineering class requirements were added to the program such as higher-level math and sciences than we currently have, then this could "weed out" future students. Our program is greatly business and management focused, and I don't believe that any higher-level math or science classes would add benefit to the program, as they are not necessary in the lines of work many Construction Science students enter. The last issue that I have would be if Construction Science students would need to be general engineering students for their first year and then apply for their specific major how engineering students do currently. This would detract future Construction Science students from coming to A&M since they would not be in their major for their first year and cause them to look at other schools instead, hurting our program's image. Our major has many transfer students, including myself, and this would also make it more difficult for students to transfer in. I hope that you reconsider moving us to the College of Engineering. It may help the university to reach the goal of 25,000 engineers by 2025, but it would hurt the Department of Construction Science.

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"To ensure that each College focuses on its mission and are not distracted with students who do not have the QUALIFICATIONS or INTEREST to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This phrasing poorly reflects the intentions of students involved in the USAR programs at TAMU. Students in the USAR program at Architecture can be passionate about multiple interests in the

college. The program allows them to get a broad sense of all areas so they can make a more informed decision at graduation. Calling these types of students a "distraction" implies that the school does not care for the needs or goals of students that pay tuition to attend here.

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As an University Studies of Architecture student, and as an Aggie, I am deeply sadden to read the finding of the Academic Realignment report. Texas A&M claims to follow the Aggie core value of "respect" in our education system, put though these claims it shows it does not apply to our administrators. By claiming our University Studies degree is distracting and that the students are "not qualified." I have been deeply offended to learn that my efforts and studies are not recognized or appreciated at this institution. I feel no need to justify my qualifications as my high school and college transcript speak for themselves. Knowing that TAMU is more worried about saving the system money rather than the interests of the student body speaks volumes about TAMU. Is is known that construction science is the number 1 program and is composed of 25% first generation students. I encourage administration to ask the students about their USAR experience, not just the random 60 participates that happened to be on campus during summer for this study. Coming with an associates degree from high school, I was advised by faculty and advisors that the USAR program was competitive and HIGHLY recommended. By labeling me and my peers in USAR as "distracting" or "less qualified" is an insult to my education. I chose to give feedback for the future generations of Aggies, the education I have received from the College of Architecture is priceless to me and I hope others can have the same opportunity rather than being pushed to the side. It seems clear TAMU does not seen general studies students to be "qualified" or passionate which could not be further from the truth. I ask for TAMU to prioritize their students education rather than FURTHER TAMU financial gain.

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I believe as an Economics student, that you should 100% look into investing into the Bush school for undergraduate students. I believe this will help students get a better look on the issues and problems in our world today as long as many more opportunities to see for our future. Not only will it be better for better opportunities, but also this will help with the current students with internships through the Bush school branch located in D.C. Whatever action you are to take, I would recommend change because the curriculum and the college of liberal arts, has failed to open students to job opportunity yet has managed to endow us with certain agendas and politics in the classroom.

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I am very opposed to moving the Construction Science Department to the College of Engineering. I was originally enrolled in General Engineering, and I switched to Construction Science because it was more suited to my aptitudes. I am terrible at programming, which is central to engineering degrees. If the department was moved to engineering, students would be forced to take many classes above their academic level. This would discourage students from joining Construction Science. In addition to the deterring effect this move would have on future students, it would also affect the relationship that Texas A&M has with its industry partners. There is a large number of construction companies that recruit heavily from the Construction Science Department. These companies are always impressed with our students and the way their hands on education has formed them. We have a fantastic department, and moving it to a different college would be a very risky maneuver. I would like answers to the following questions: How would engineering classes improve the relevant abilities of construction science students? Would construction science students be able to use a semester for an internship like they currently do if the department is moved? Would the "Entry to a Major" process currently used by the college of engineering apply to students who wish to study construction science? Would students have to meet the high admissions requirements for the college of engineering to study construction science? Is it beneficial for Texas A&M to make changes just to make itself more comparable to other universities?

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As someone who is in the University Studies of Architecture degree program, I just wanted to say that calling us "students who do not have the qualifications or interest to enroll in a College degree program..." is extremely generalized and not at all true. I choose the USAR specifically because I am able to take courses from all of the Architecture departments. I did not have a solid idea of what I wanted to learn about, and the USAR program allows me to test all of the waters so to speak. By saying this, the report is insulting me and my fellow USAR students. Having a University Studies program specific to the College of Architecture has enormous benefits and moving it to the proposed "Arts and Sciences" College would remove almost all of those benefits.

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I strongly encourage the movement towards the creation of a performing arts schools. as a premier university in the state of texas, I'm surprised we don't already have one. This movement would overwhelmingly diversify the student body.

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I think that moving the Construction Science program to the College of Engineering is a horribly bad idea. Our Construction Science program is the best in the nation, if it isn't broken, why would you change it. Not only will tuition rates go up, diversity will go down, and there will be a drastic decrease of Construction Science students. Also the

centralization of advisors is also not the move we need to be making. degree- specific advisors are a great tool that I know I personally use frequently and taking away the ability to get personalized degree help isn't good.

I think this is a terrible idea. I am apart of construction science, and I would not have been in this major if it was apart of engineering. I have learned to really enjoy construction science and to think that I wouldn't have found what I like to do because it being in engineering makes me mad. I would have gone through college doing something I didn't like and I don't want my future Aggies to go through college doing things they don't like. I strongly disagree with this move.

As a current USAR student, I disagree with the construction science and USAR departments proposed dismantlement. I do not understand the need to disrupt departments that are functioning beautifully. I also do not agree with the comment in the report about USAR students being unsure of what they want to do career path as well as "distracted." The majority of USAR students including myself chose USAR to allow for the knowledge on many categories in the architectural field.

As a current COSC student I do not support the decision to move COSC to the department of Engineering.

I think combining Arts & Sciences into once college is a great idea that would adequately prioritize and compartmentalize programs. Establishing a school for the Visual and Performing Arts is absolutely fundamental to the growth of Texas A&M as a well-rounded university. My experience at Texas A&M has been one fully invested in the humanities since my second semester, and every semester the opportunities seem to deplete. These classes have taught me more about leadership and my own humanity than any STEM class I've taken (though by no means do I underestimate the importance of STEM as well). Strengthening the fine arts curriculum (and starting with actually offering the classes that are advertised) would be an excellent start for Texas A&M. I also believe that a department of Journalism would be highly valuable. Many people I have known have specifically chosen an education at the University of Texas over Texas A&M because Texas A&M no longer has a legitimate Journalism major outside of University Studies. This is a fundamental part of education that should no longer be skimmed; even public high schools offer journalism programs. I don't believe it would be beneficial to merge the University Libraries with any single college, as the Libraries are meant to serve the entire student body. The Libraries function very well as an individual entity, and while I really love the idea of starting a Library Science program at Texas A&M, I believe the university would be better off hiring new people to teach those programs and leaving the existing librarians to continue doing their jobs within the library. I do really like the idea of refocusing the College of Architecture to give adequate development opportunities to the Visualization program. It belongs more under the arts than it does Architecture.

In regards to the recommendation #9C I strongly disagree with moving the Construction Science Department. As a current student I can tell you that nobody in the department is excited about a change. Construction Science is able to develop a very specific graduate who has immense knowledge of all aspects of the construction industry but also learns how to be a salesman, a mentor, a leader, and most importantly a tool that any construction company will be able to use directly after graduation. Moving the department to the College of Engineering would change this culture and shift the focus to the technical side of things which the majority of successful students out of this program couldn't do.

I am honestly not sure about recommendation about the College of Liberal Arts and the College of Science being combined. I can't really see the implications outside of them being together, but I do think it would bury certain majors that aren't as well known. Usually majors are list under each college, and that would be quite lengthy. The report states that there "should" be cost savings with this change. If majors aren't affected and money IS saved, then I would be behind this, but even the reports makes it seem like the financial implications are not completely known. I think there needs to be a very long discussion period before making such a change. For Recommendation 2, I completely support it. As I mentioned earlier, the visual and performing arts opportunities here at A&M are very much lacking, and the arts are an integral part of the human experience in general. As musician myself, I love the idea of adding applied instrumental and vocal performance curriculum. I also think more Visualization to the new performing and fine arts department would make a lot of sense. As for the Institute of Biological Life sciences, housing all the biological sciences together makes sense, especially when it comes to being able to move majors or focus on one specific pathway. I am confused on whether it's one or the other on creating this Institute and combing the Liberal Arts and College of Sciences though. That definitely should have been made clear. Recommendation 6 is one of the worst by far. The libraries should NOT be under any college. They should remain equal in order to serve all TAMU students and staff fairly. Recommendation 9b seems like a good idea. TAMU should do what is possible to uphold an elite veterinary program. However, I feel like vet students and the vets at the hospital should be heavily consulted so that the hospitals can continue running at maximum efficiency.

Please keep the College of Geosciences as one college. It is helpful to have all the focus on geosciences and have more opportunities.

Moving Technology Management to Engineering Technology is a wonderful idea that would allow students in the degree program such as myself to get a more enhanced learning experience with more experts in that field

While Texas A&M University is known worldwide as an engineering school, it cannot be ignored that the College of Liberal Arts remains the second largest college by student population. Breaking up, or combining the College of Liberal Arts into another college would have an adverse impact on administration and in the even of an academic merger, would have to compete internally for funding. Liberal arts is already an underfunded field in the world of STEM and a merger with the sciences would only exacerbate this discrepancy.

n/a

It would be unfair to try and merge 3 very unrelated colleges (the college of Geosciences, Liberal Arts, and Sciences) under the same umbrella -- both to the students who would be affected by the change and to the people who these students would later affect with their tampered educations.

Recommendation #1 does not make sense from a student's perspective. It seems as if this is a way to reduce staff and funding on an administrative level, but funding proportions would likely stay the same between departments within the proposed College of Arts and Science. This recommendation aims to make our university exactly like other peer institutions. I appreciate that our university is unique and would prefer to see us improve the funding, reputation, and credibility of existing colleges rather than conform for the sake of being similar to our peers. The proposed College of Arts and Science is a catch-all for smaller majors disguised under the illusion that combining forces will increase funding and credibility of the arts and social sciences. For example, Recommendation 6 suggests that University Libraries be added to the College and Recommendation 9a proposes that University Studies become part of the College of Arts and Sciences as well, presumably because these programs do not fit nicely elsewhere. As a student about to receive a Bachelor of Science in Psychology, I do understand the plight to increase visibility and credibility within the College of Liberal Arts, but there are no details explaining how this change would actually improve funding, accessibility, or credibility in our programs.

Tamu should stay and operate the same. No changes.

My name is [REDACTED] and I am a senior Biology major. I am writing to request that the department of biology and the department of biomedical sciences not be merged into a single department, as I think these departments serve vastly different purposes and such a merge would damage the world class education provided by the Department of Biology. As some background on me, I entered A&M with an interest in studying neuroscience. I started as a Biomedical Sciences major, as there was no neuroscience major at the time of my arrival and I had expressed a vague interest in psychiatry to an academic advisor, who suggested I enter BIMS. During my first year in college, however, I became more interested in basic research than in professional school. The BIMS department did its very best to stifle my curiosity. I had meetings with BIMS advisors where they explicitly told me to not take classes I was interested in because they wouldn't help me get into professional school, even though I was no longer interested in professional school. I felt as if the BIMS department was simply trying to get me to check all the boxes I would need to look like a good applicant. I switched majors to Biology due to the Biology department's emphasis on learning for learning's sake. The biology department changed my life. I have had countless experiences with impeccable faculty members who have taught me what it means to be a true scientist. I am preparing to graduate with a 4.0 GPA and 3 years of research experience in the Department of Biology. I plan to enter a PhD program and eventually become a professor. Though I have yet to submit my PhD applications, professors at universities such as Yale, Harvard, and UC San Diego are so impressed with the research experience I have gained during my time in the TAMU Biology Department that they are already trying to recruit me into their labs. I would not be this successful were it not for the impeccable care and efficiency of the biology program at A&M. Furthermore, all of my biology major friends and research colleagues believe the biology department to be an impeccably organized system. In conclusion, the Biology Department functions impeccably as it is. I think the Biomedical Sciences department is the one that needs work. Merging the Department of Biology with the Department of Biomedical Sciences may poison the Biology department.

Concerning Recommendation #1, combining various colleges into the College of Liberal Arts and Sciences: I am a graduate student and did my undergraduate degrees at the University of Illinois Urbana-Champaign. I have no problem with a combined college of liberal arts and sciences in theory, but in my experience in the College of LAS at UIUC, the

science majors were nearly forgotten. During our orientation we were only told about the importance of a Liberal Arts Degree, and never how important science was. We had eleven required courses in various parts of the liberal arts (Western, NonWestern, Minorities, Language, etc), but only two to four in science/math. Our LAS newsletters one semester had over one hundred Liberal Arts events and zero science events (there was one engineering event from the College of Engineering). If for every "liberal arts" degree requirement the "science majors" had to do there was one "science" requirement the "liberal arts" majors had to do, it would be fair, as an example. I just want to hope and ask that in a combined college, none of the "component colleges" are neglected, as the "College of Science" was at UIUC.

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I am currently an MFA student in the Department of Visualization, College of Architecture. I totally agree with the suggestions provided in the report. The department of Visualization currently has two graduate programs: 1) Master of Science and Master of Fine Arts. However, the curriculum is skewed towards the Master of Science program such that there are only one or two courses for Master of Fine Arts. Only a few, such as Dr. Felice House, and a few others can teach MFA students. Most of the faculty members major in computer science, math, and animation. As an MFA student, for me and other future students, we need to take computer graphics and programming, such as Python. We don't have any courses such as studio design, color theory, painting, etc. I've first entered this program expecting that there are more resources for MFA but now I don't get why they maintain the MFA program. Professors who do computer science and entertainment thereby have power internally, so things will not change without revision suggested by the report. There is only one room for MFA students, no desk, no cabinet, no place to draw and paint at all.

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I believe the College of Liberal Arts should remain organizationally separate from the Colleges of Science and Geoscience (the latter of which can be absorbed into the former). This will ensure that administrators at the college level are able to better represent the unique interests of liberal arts and sciences. It is important for academic administrators to be closely acquainted with the programs in their college, and combining liberal arts and science will hinder this close relationship between administrators, students, staff, and faculty, as science administrators will have very different academic backgrounds to that required by liberal arts students (and vice versa)

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It is our position as the Landscape Architecture Professional Advisory Board that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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Please do not absorb liberal arts into the college of arts and sciences. It doesn't make any sense and please just leave us be

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I do not agree with the reports recommendation of combining the College of Geosciences with other colleges. This would dilute the purpose of the college and give a substandard experience for students and faculty alike. Instead of combining colleges I believe improving them as individual colleges will yield better results.

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Moving COSCI and VIZ out of the College of Architecture would negatively impact the value of each program within the college. Interdisciplinary curriculum, organizations, and competitions strengthen the programs and prepares students for their careers. Moving these two majors would effectively halve the college that is unified and depends on support from one another.

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It is our position as the Landscape Architecture Professional Advisory Board that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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I don't not support the combination of science and liberal arts. These interests and majors are two very different things on opposite sides of the spectrum. Students choose their major based on where their interests lie and often times that is in either science OR liberal arts. As a student who wants to attend graduate school in the medical/science field, I would rather not be associated with a liberal arts program or College. I believe this association of science and liberal arts will damage the reputation of all programs involved. They simply don't belong together and have reputations to uphold separately.

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I am in strong favor of moving political science to the bush school.



I think that Construction Science should be kept within the College of Architecture. Much of their work aligns with tasks that the other departments have to consider and go through in order to create a sound design. However, Visualization could either stay in the COA or be moved to one that encompasses more art-based majors and both would be fair.

I cannot stress enough how detrimental this realignment will be for students. A&M's liberal arts department is not its strongest point. Combining it with the science department to create an arts and sciences college would cause the liberal arts program to decline further. Arts and sciences are incredibly different, to the point where this makes no logical sense. We implore you to prioritize your students' education quality over the money the realignment might save.

I support the College of Sciences assimilating the College of Geosciences, but I strongly oppose merging the Liberal Arts College and Science College. Liberal Arts and Sciences are so different they should not be put in the same College. In addition, the libraries should be independent from any particular college. It is inappropriate for one college to oversee the libraries while the other colleges do not.

In response to alignment #9c I feel as though moving construction science into construction engineering would be a mistake and should be avoided. As construction science and architecture do go hand and in hand in the construction field it would only make sense to keep these two programs under one umbrella. Construction science allows for a healthy emphasis on trade knowledge as well as practical business applications. Taking the prestigious program and moving it into Zachary would do it more harm on the national ranking.

AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

n/a

I do not agree with this new proposal as it takes away the specificity of each major as we are all grouped into one section and are forced into a college that we were not prepared for. This can take away the focus of our major and it can force us to take classes that are unnecessary for graduate school. Moreover, taking classes that we were unprepared or unequipped for can potentially decrease our GPA and hurt us in the long run. This can also increase expenses and decrease opportunities for grad school as money is tight and as classes decreased our GPA.

This is an AWFUL idea. I understand wanting to find a new way of creating a bigger college, but you will be messing with so many programs that are happy with where they are. A School of Performing Arts seems interesting. A department of journalism will not work. The College of Ag and Life Sciences has a journalism program that is doing a tremendous job. Texas A&M University used to have a department of journalism but shut it down due to not being as beneficial as it could have been; why do you feel the need to try this again when it was proven to not work? Giving the Bush School some undergraduate work with combining it with political science seems great. Do not take biomedical sciences away from the veterinary school. This program is only as successful as it is now because it is paired with the veterinary school. Merging the libraries with the proposed new college could lead to the dean of the new college potentially gutting the budget for the libraries for other needs which would only serve to hurt all students across campus. This also makes it seem as if the libraries will only serve one college which could lead to the other colleges wanting their own libraries which would just be a mess. Recommendation 9d is the worst recommendation of all. This recommendation just seems to be an attack on the College of Education and Human Development. This college has a focus, not only on developing good teachers, but also on HUMAN DEVELOPMENT in general, as it literally says in the name. The School of Public Health has a completely separate and different program than HLKN since HLKN has a focus on education, not on policy, like SPH. They worked hard to distinguish these programs. Also, the TCMG major should stay where it is for now. The majority of the students who enroll or transfer into TCMG do so because they could not make it work in the engineering department here so this program does wonders for the retention of these students, which also helps serve for increasing the diversity of the university as a whole. Do not mess with the College of Education and Human Development.

I do not think that the College of Liberal Art, The College of Science, and the College of Geosciences should be combined because that takes away the uniqueness of each major. This would mean a whole bunch of students who do not have much in common are grouped together and that would create problems with advising and enrollment. It would also be very confusing for students who are going to grad school because there wouldn't be one major that would suit their needs.

It helps in maintaining the academic standard.

In specific with the Department of biology, I do not think at all it is underperforming. This year we have a big PhD cohort where everyone was given the opportunity to work as a TA with a great salary. The department has hired young and new professors which are doing cutting-edge scientific research and they have lowered different grants. The department is very productive, and we have the opportunity to know each other face-to-face, because we are not a massive department.

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Regarding the proposed movement of the Department of Biology: I, a graduate student and a former undergraduate student from A&M, specifically returned because of the independence of the Department of Biology and its situation under the College of Science rather than an agricultural college. Our methods and subjects of study are better aligned with the interests of Chemistry and Physics and the like, and our administrative staff and faculty are very much available and in touch with graduate and undergraduate students alike. In another vein, on one hand there is a stated intention to make the proposed College of Sciences and Liberal Arts quite large but the movement of Biology out goes directly against that stated initiative by moving some 3,000 to 4,000 students out of said college. Many of my colleagues agree that they preferably sought out admission here for the fact that our Department is housed with Sciences - not Agriculture. Further, our department is significantly more robust than the comparison to UNT; we simply are better known and generate more research, I never even considered an application to UNT. The creation of academic tracks for entry level biology students is not inherently bad, but need not require complete shuffling of multiple departments. At a minimum this topic should undergo further study including dramatically more direct back and forth conversation between faculty and students and the administration; survey's are useful but are no substitute for administrators that are making these decisions scheduling meetings to host faculty, graduate students, or undergraduate students to directly hear and respond to questions.

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Regarding the recommendation to combine the College of Arts and Sciences together. I believe that there is no reason to combine the colleges. It would create unnecessary restructuring as the current structure is stable and has been working for the department and School of Science. The only reasoning for combining the departments would be for the new College of Arts and Sciences to be "comparable in scale" to other peer institutions as per the MGT report which is not sufficient reasoning to combine the departments creating unnecessary restructuring which in the long term would create problems ultimately affecting students.

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I strongly think that moving the Construction Science department from Architecture into Engineering is a very bad idea. We are one of the top construction science programs in the nation and trying to change its course will create a very negative atmosphere. From this the program will potentially lose a lot of interest and a good chance of the program will die out. We should be in the Architectural college because we work straight with architects in the field not engineers. In the construction science department here, I feel as if we are a small family and not just a number. I have talked to many engineers and they feel like just a number there. I strongly hope that construction science do not get moved. Thanks!

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The Bush School should not be merged with the Department of Political Science. Ask any Bush School student what our favorite parts of the program are, and you will inevitably come across the following answer: isolation from undergrads. We love that our buildings are far from theirs; our parking is separate; our classes distinct. It is a highlight of interview weekend. When undergraduates are in our classes, the quality of our learning frequently decreases. We are all very frustrated to see that several rooms in the Allen building are now offering courses to undergrads, who are loud, do not follow our dress code, and take up our study spaces. Not only would the inclusion of undergraduates disrupt the Bush School's culture of excellence, I would argue that overlap between the school and the Department of Political Science may be less than imagined. The Bush School's focus on training national security practitioners and other public service professionals is different than Political Science's focus on theory and academia. We come to this program explicitly because we do not want to earn a PhD. The School's small size is also a huge selling point for incoming students. Unlike alternative institutions like the DC schools, the Bush School has dedicated faculty who are here for us, the Master's students, and only us. Their offices are right down the hall and their doors are always open. That's why I came. A merger with the Political Science Department would chance this irrevocably. The Bush School works. Don't let other departments swallow it whole.

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Moving COSC out of COA makes perfect sense.

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On the subject of removing the majors of Construction Science and Visualization out of the College of Architecture; the majors mentioned above should stay in the college of architecture. Although they appear to be majors that are not academically related to outsiders, students and professors see otherwise. Those same majors, skills, and professionals work side by side in many instances in the professional world. Generally speaking, construction science majors become

contractors of some sort; landscape architects and architects design places, spaces, and experience and these are constructed by laborers who on many occasions are led by contractors. At the same time, visualization majors can at times become full time renderers for models of projects that architects and landscape architects work on. Urban planning students also work side by side with architects, landscape architects, contractors, and others. The majors being in the same college gives students an early exposure to how the professions are related and assists in strengthening the skills necessary for future professionals to succeed in the "real world". These are just a few and broad ways the majors are related. Instead of transferring these majors into different colleges, an option would be to increase collaboration between the proposed new colleges. Contractors, architects, landscape architects, and planners will all at one point work with engineers (structural, civil, electrical, etc) as well so increasing the exposure to that major/profession would benefit all parties involved but construction science and visualization majors will benefit more by staying in the college of architecture. All in all, this change would not benefit students as much professionally and possibly reduce the quality of entry level professionals coming from the university.

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I am writing specifically to express my concerns with the plan to move the TAMU Dance department to the School of Visual and Performing Arts. The dance department here at Texas A&M is very unique in that it is the only Dance SCIENCE program in the state of Texas and only one of very few here in the United States. This is what makes our program so unique and draws students to it. It isn't like the dance departments at Sam Houston, TWU, or TCU that focus on performance. Instead, our program focuses on looking at the science behind dance, and in doing so lets us explore how we can help improve the health of dancers as well as how dance can be used to improve the health of the general public including the elderly and those with special needs. Moving the dance department out of the Kinesiology department would limit the access we had to classes that make our dance program unique like Exercise Physiology, Motor Learning, Exercise Biomechanics, etc. All of these classes prepare the students in the Dance Science program for their future endeavors. Many of us go on to become Physical Therapists and Occupational Therapists. The combination of the dance and the science allows us to be unique and desirable when applying to these graduate schools. It would be doing the students and the university a great disservice to move the dance department away from Kinesiology and away from our science routes.

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Howdy and to whom this may concern, [REDACTED] I am a senior USAR major at Texas A&M university. It also is important to note that I am double minoring in communications and art and architectural history. Recently the president of Texas A&M, Katherine Banks, released a report regarding changes and transformations to the University that will ultimately alter the history of the tradition. Ms. Banks has a vast background in engineering and is decorated with achievements within engineering which play a significant role within her report. According to Ms. Banks, on page 39 in rationale #9a "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a college degree program, the University Studies program should be unified in the College of Arts and Sciences. The program staff can work collectively with all University Studies students to develop plans of study that meet expectations for both student and institution. The concept of a "Build your own major" is not unusual and can be a positive experience for students who do not want to follow a traditional path to a degree." This statement or rationale is flawed. It is unsure where Ms. Banks concludes that majors like University studies are distracting and do not meet the qualifications or interest to enroll in a college degree program. I am interested and nonetheless qualified to be in USAR and a double minor in communications and art and architectural history. The idea of developing plans of study to meet the expectations, i.e., graduation requirements of the University, already exists. However, I believe this is a loophole for Ms. Banks' agenda she seems to be presenting. This report does not help Texas A&M and is a scathing attack on the students and faculty who have been loyal and patient throughout the testing times over the last two years. It is apparent that Ms. Banks lacks the idea of the Aggie core values; therefore, I will repeat. Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service are the tools to change the world, and these values will be our guide as we pursue equality for all. This report lacks Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service. This report ultimately has decided that I no longer hold interest in continuing my graduate education here at Texas A&M as planned. I have grown up dreaming of being an Aggie, saying the words We are the Aggies, the Aggies are we, true to each other as Aggies can be. I feel left behind like I do not matter. I know I am not the only one who feels this disappointment. If I was not intelligent or held the competency, I doubt A&M would have admitted me, but I am. I will end on this, How is it that A&M being the most excellent University it is, allow itself to contradict their own choices and decisions and tear their students and staff down to the point where no one is sure of their future here? I hope this feedback will create clarity for whom it may concern. Thanks and Gig 'em. Jordyn Miller

The concept of moving the biology department to the department of agrilife is quite frankly absurd. One of the first questions asked to biology majors on the first day of freshmen year in intro bio is "how many of y'all are pre-med students?" and it's usually about 1/2 to 2/3 of the lecture hall. It may be justified that different derivations of biology majors are spread out across different departments however when considering unifying them all under a single college (which I think is a good idea), why was the first thought to place them all under the department of agrilife? To add insult to injury, biomedical sciences is also being added to this list. What justification is there to place all of biology related majors under agrilife over the college of science. If the school was to use a fraction of the money used to contract this consulting firm and perform a simple google poll asking which fields are most associated with science, Biology would place somewhere in the top 3 ranked with chemistry and physics. Furthermore, the claim that the biology department has been underperforming may be true in some regards however there has been at least \$20 million in funding to the biology department alone in the past year from non-tuition payments so it's probably safe to say that the biology department is holding its own. The college of science carries with it a certain degree of prestige. The prestige associated with a biology major will be tarnished if it is moved to the department of agrilife. Lastly, I'd like to be frank in saying that it is a display of insecurity and weakness for the largest school in the nation to be making such drastic changes in such a short period of time due to comparison to other schools. Every school does things differently but whenever such a vast proposal is justified because Cornell does things a certain way, I just think that that is a failure to the students, a failure to the alumni, and a failure to the school as a whole. Texas A&M takes pride in its traditions. It's all over campus. People are scared to walk under a dumb tree alone because of these traditions so when I see the school justifying a decision of such gravity with the fact that other schools do things a certain way I cannot help but feel betrayed by my own institution. It's real nice to know the school has my back when it chooses to boot out biology from the college of science while at the same time somehow finding enough room for the entire college of liberal arts.

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I am an Environmental Geoscience major at the college of Geoscience and I believe it would be in our best interests to not merge the College of Liberal Arts, Science, and Geosciences. The merging of these colleges would negatively effect Geosciences General Advising as its advisors are already so in tune with its scheduling and its specific majors. Merging these schools would not only only create more confusion in course registration, but less helpful general advising in geoscience specific majors. I was also talking with some of my fellow Geoscience peers and we agreed that this merge would discourage students from going into the College of Geoscience, further reducing A&M's appeal. I personally came to A&M due to it having a well developed Geoscience program and I believe it has an important role to play as its own College.

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Hello. As a Biomedical Science major perusing medical school, merging the school of science with liberal arts is an awful idea. Foremost, liberal arts and science are to completely different fields of study. A lot of science majors are not strong in liberal arts, that is why they chose a field of study under science because it supports their strong suits. This school is going to alter a long of students tracks and curriculum if you do this. Please do not force students to take classes that will not benefit them for their future careers.

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I don't understand how combining the College of Liberal Arts, College of Science, and College of Geosciences helps strengthen the support for liberal arts education? To me, it sounds like this restructuring could potentially reduce it, especially if the funding for these colleges is combined. I do see how establishing a School of Visual and Performing Arts, Department of Library Sciences, and a Department of Journalism can help bring more focus to liberal arts education. I fully support the expansion into the arts because this will make A&M feel more balance. It will obviously bring in more non-STEM students but also allow for STEM majors to take electives in these areas. Even as a STEM student, I've always felt like there aren't enough efforts to celebrate and support humanities/liberal arts/fine arts students in Aggieland. I don't know if it would be necessary to combine the college as recommended to achieve this goal. I am worried that trying to combine those colleges would make them lose too much individual/unique funding or dilute the student experience.

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I believe that the merger of the college of science and the college of liberal arts is a mistake and not one that should be completed by the university. Obtaining a degree in the college of science comes with a prestige representative of the work and knowledge required to fulfill the degree requirements. Graduates of the college of science go on to work on some of the biggest challenges facing the world today. To equate this degree with a degree in liberal arts by placing them under the same college is a grave mistake that will lower the significance of a science degree. To do so simply to reduce overhead costs and attempt to bring more liberal arts majors into a university renowned for producing outstanding STEM students comes across as an attempt by the administration to meet some talking points without any real benefit. I do not think this is a wise idea.

Frankly, I feel this is the worst proposition by far. To combine the college of liberal arts with that of the college of science and geosciences is a disservice to students and faculty under each college. Each college has a unique mission- a mission facilitated by the independence of the colleges that allow for purpose-driven work towards developing coursework, knowledgeable faculty, and a sense of belonging students feel when in a college where others are working towards similar goals. In addition, students that intend on progressing into professional school deserve to be distinguished on the basis of their specific education, and not lumped in with others. A degree from the college of science carries more weight than would a degree from the College of Arts and Sciences as it shows strong academic focus and commitment to education in the field. Having seen students choose not to attend a university on the basis of the college that would administer a certain type of degree, I chose Texas A&M for the prestige that they convey but refusing to confide in such a way. To disband this would be a disservice to both former and future students, and I fear that there would be diminished recruitment of high-quality applicants as a result. Furthermore, I particularly argue against including the Life sciences under the AgriLife designation. I feel that this is a misinformed recommendation that could have profound impacts on both current students and future recruitment. A vast percentage of the students in the life sciences intends to pursue medical school, PhD's, and other advanced educations. As a student applying to medical school, I can attest to the fact that I would have not come to this university if my degree in biology was not under the college of science. Many peers share this opinion as this degree is essential in our success as we work towards continued education. A degree in Biology from the College of Agriculture would entirely miscommunicate the focus and extent of our education. It would be a blow to the prestige which fortunately surrounds our university, for students and faculty alike would be far less inclined to bring their high level of talent to A&M and would likely go elsewhere. This is a critical issue and I hope it will be addressed by those capable of understanding the implications of such a decision to the academia of A&M.

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It was brought to my attention by a fellow classmate that you are looking to merge the College of Science. As a biology major, I'm hurt that the university would think of dismantling the College of Science. I take a certain amount of pride in being part of this college, and I do not appreciate you suggesting that the college be merged with another, especially liberal arts of all things. Biology majors have a certain reputation to uphold with professional schools and grad schools. Please don't tarnish it. You were saying that the majority of students and alumni were happy with how TAMU handled itself, so why are you trying to change things? Who cares about what other universities do? Please do not merge these colleges and do away with the college of science, which is a source of pride for many and a niche home.

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Do not switch up the Biology department, that would be not ideal

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I can see the viewpoint of combining the three colleges into one big college of arts and science but I do not agree that it should be done. Although it may "alleviate" some confusion and eliminates the long time process in changing majors, I believe having separate college gives it more designation and organization than just lumping everything together. It also does not make sense to put the department of Biology under AgriLife because many biology majors do not go into agricultural pathways but mostly research or medical pathway. In addition, many people prefer Biology because it more science based while biomedical sciences has more focus on social/health studies. I also personally believe that the Biology Department is not underperforming because the advising staff has been helpful for me from the very beginning.

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The motivation behind wanting to combine the Colleges of Arts, Sciences, and Geosciences into one College of Arts and Sciences is well-founded, however very misguided. In an effort to build up and support students in smaller colleges, the proposition of "lumping" them together into one college would likely have the opposite effect. It strips away the uniqueness of each college, and raises similar concerns to centralized advising in which each student is no longer seen as an individual, but rather as a single number in a larger sum. The three colleges are largely different from one another, and merging them into one would cast aside these differences for the sake of being competitive with other universities. One of the main reasons for this proposition was that other Universities follow this model. Although it is noble to emulate other schools and continually strive to achieve greatness, Texas A&M University should not compromise the sake of its students in an effort to "fit in," or remain at the top. If you were to ask any average student if they thought a geophysics major and a liberal-arts major belonged in the same college of study, they would most likely respond that they did not. Each college is unique with different strengths and goals as to how to better society, and these differences should not be erased by grouping them together, but rather emphasized and celebrated. Merging the colleges could also put Alumni scholarship donations in jeopardy; many donors within each separate college gave funds specifically for the college in which they graduated, in order to see said college grow and new Aggies to continue down their career path. If the three colleges were combined, the individuals that they were originally built upon would no longer have as significant a meaning, and donors could potentially withdraw or halt their donations since they would no longer be going

towards benefitting their specific college, but rather be spread too thin across the newly "improved" second largest college in the University. These scholarship funds help Aggies pursue their dreams, and putting them at risk also puts the students that depend on them at risk. Overall, combining each college into one College of Arts and Sciences is comparable to throwing several endangered bird species into one enclosure at a zoo in an effort to raise awareness for them; despite all being at-risk, forcing the birds to share a space effectively ignores the fact that they all have different requirements and would thrive better in their own areas - ones in which they are given the individual attention they need to flourish rather than have drowned out their differences in an effort to bring them into the public eye. Just as you would not put penguins and parakeets in the same habitat, the three colleges should not be forced into a situation where their uniqueness is no longer celebrated, and made to seem even less significant when their titles are stripped away from them.

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The Biology students do not want to be part of agriculture. Biology goes way beyond the scope of agriculture and most of the biology students are more interested in professional or graduate school than agriculture. Personally, I would not have chosen this university if the biology department was under the scope of agriculture, and I know that many of my bio major peers agree with me.

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I am a Honors Biology student trying to earn a degree in Biology. Taking away the department of Biology and moving it to the agricultural department undermines my ability to get my degree. If I wanted a degree in agriculture I would have applied to earn a degree from the agricultural department. You are dismantling the department I belong to try and support agricultural which is vastly different from the department of Biology.

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I am currently a student in the Biomedical Sciences program and find the integration with the Texas A&M College of Veterinary Medicine extremely helpful for my success. With the focused Biomedical science classes, such as anatomy, physiology, genetics, and directed electives taught by Vet School faculty, I feel extremely prepared for professional school. Additionally, this structure allows for a connected relationship between students and Vet School faculty, because the programs are specific for BIMS students and allow for smaller classroom sizes. For my first few years in college, many of the courses offered (such as CHEM 227) held a melting pot of students from a myriad of science majors. While I understand that this is a popular class and it was necessary, there were also many detriments that it caused. Many of my classmates were pursuing different paths, the sizes of the classroom were far too large to form deep relationships with professors, and there was little to no continuity among faculty between semesters. Starting my junior year, however, I began to have more classes at the Vet School through the specialized BIMS courses and directed electives. This is when I truly began to thrive in my classes. I started to learn things that were more aligned with my long-term career goals and a majority of my professors remained constant, allowing me to form deeper relationships with them. The BIMS program is what sets TAMU apart from other schools in Texas, and moving that program out of the Vet School would greatly devalue it. One of the major benefits of the BIMS program is the significant pre-professional development that comes through being taught by the Vet school faculty. Additionally, BIMS students are able to utilize state of the art classrooms and labs to complete their undergraduate education. I would strongly advise against combining the BIMS and Biology departments into an institute together and starting students on the same track. Biology and Biomedical sciences are vastly different in numerous ways and even though there is course overlap (like anatomy and genetics), having the specialized BIMS anatomy and genetics takes into account the aspects of human medicine rather than simply animals as in biology. Many professional schools see the BIMS department as unique and prestigious and therefore are more readily apt to accept graduating BIMS students into their programs. However, if the combination were to take place, I believe a lot of that prestige would become undervalued and students in the BIMS program would have a compromised chance of being accepted into professional schools.

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Regarding recommendation 2, while it would be amazing to institute a college of visual and performing arts in Texas A&M, it would be a shame to change the Dance Science Kinesiology major that already exists. Texas A&M is one of only a few colleges in the United States that even offer a program such as that one, and it holds the position internationally as the best program of its kind. Putting the dance department under the new college would take away the opportunity for new students to pursue both dance and science in their undergraduate degrees. If students wish to pursue a fine arts degree in dance there are many universities in the U.S. that offer top tier programs and Texas A&M. would essentially be late in the game to making a name for itself in this area. We have already made a name for ourselves in the Dance Science area however and including the dance department under the College of Visual and Performing Arts would see this cease to exist.

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I'm not against the merging of the college of liberal arts, geosciences, and science into one big college, as long as the departments maintain their normal autonomy. This is something that might make it easier for undergraduate students

to navigate and get core classes done. However when it comes to merging the Biology department and other biology programs across TAMU into the Institute of biology under the college of agriculture and life sciences, this is a terrible merger. I admit that this might seem good on the surface however there are many potential problems. Chiefly the current department of biology excelling in their field and bring a unique culture to it as well. The department as a whole fully supports their graduate students and is attracting new talent (nobel prize winning labs) due to their unique culture. To move this to an institute where things could get muddled up and potentially disrupt the culture has the possibility of killing the department as we know it. Moving the department to within the college of ag and life sciences seems to be a shallow analysis of what each area does. The Biology department and the Life sciences portion of AGLS do very dissimilar work and trying to merge them would create the opportunity for conflict. Moving the biology department into the "institute of biological sciences" would not be a beneficial move when it comes to research and graduates student care. An argument can be made that it is difficult to move between biology majors at this university. However, this is mostly due to the different requirements that each major has and the difference in the strength of each program. Biomedical science (BIMS) has a different end goal than those getting a degree in biology, and thus have different challenges in getting the degree. To merge them would remove any prestige you had in programs that joined the institute and have to start from scratch with a one degree fits all solution. Even first-year course requirements can differ, and this is what makes each program unique and special to the undergraduates. Overall merging the biology department and other life sciences would destroy the amazing culture of the biology department and any other department that joined the institute. This could then throw off the recruitment of talented and excited researchers who want that unique and diverse culture. Additionally, as a Ph.D student in the department of biology, we enjoy the autonomy and collaborative culture that we have here in the college of science as a full-fledged department, and have no interest in moving.

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1. I would really like to see the data to support the claims you are making. As a member of the biology department I do not trust claims that are made with no data to support it. 2. I think combining the liberal arts with sciences is a huge mistake. Why would a liberal arts faculty member have any say over a scientific study. Furthermore the way our department is set up now works wonderfully with multiple levels of support for undergrad and grad students alike. Why would you tamper with something that works well. I know your whole agenda is to boost numbers, but quite frankly this merger will lower productivity reducing your percentages. There will be more hoops for researchers and PIs to jump through so less actual work can be done. 3. As it is there is very little duplication in experiments between BIOL and BIMS. Uniting these two departments seems counterproductive because not only will you have to reallocate resources but you will also affect campus structure since most of biology is on central campus and most of BIMS is on west campus. 4. The "Cornell Model" is a stand alone model that is not widely used or well used. It seems like following their model when 90% of other schools use our model or a similar model to ours, is also counterproductive. Overall, as a Masters thesis student in the Biology Department, I would like to keep the department the way it is now. I hope you take my opinion into consideration.

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It is of my honest and most profound opinion that the realignment of the Construction Science Department from the College of Architecture would be a grave mistake, and would cause severe detriment to our universities standing in the construction industry. As well as, watering down the construction science degree and devaluing our education from a university that prides itself on such high and moral values. Relocating the department to the College of Engineering would change the degree program that is held in such a high standard in an incomprehensible way. A extreme number of our professors have come from the construction industry in some form or fashion. The knowledge that they bring to our education and our program cannot be understated. The ability to hear and learn from someone who has been in the industry for the majority of their lives can't be replaced by someone who has been in academia their entire career. Construction is not a knowledge base that can be gained just from solely sitting in a classroom your entire life. It is a knowledge that must be taught and learned from a true hands on experience. Our current professors allow us to have that knowledge before graduation. Doing so by preparing us for the life that we are about to lead. If realigned to the college of engineering our current, experienced, and knowledgeable professors would be out of a job because the college of engineering requires it's professors to hold a doctorate degree, which very few hold that distinction. The overall realignment of the Construction Science Department would be a grave mistake and would hurt not only the students education, but the university as a whole.

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The intention is to combine the college of liberal arts and the college of science. I think this is a catastrophic idea as the 2 subjects are practically adjacent to one another in terms of relatability. To put all academic advisors under that umbrella would not serve the student body most efficiently as they would have to juggle classes and degree plans that have nothing to do with one another. I think it would degrade the widely esteemed college of science by placing it alongside

liberal arts. Liberal arts is focused on self expression, conversation and relative truth while the college of science is focused on seeking ultimate truth. It would not make sense to place them under the same umbrella, if anything place the college of science with engineering, at least another stem college.

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Do not combine the College of Science and Liberal Arts and Geosciences. All of the colleges involved would suffer from this realignment. It would be a great disservice to the students as there would be SIGNIFICANTLY decreased resources (which are already somewhat lacking) and even more difficulty in communication and undergraduate students would not get the support they need to be successful. Especially in the College of Science and the College of Geosciences, combining with Liberal Arts would be harmful, which is only emphasized by further resolutions. They would need to share funding and would likely decrease the quality of professors in ALL departments. While I understand that ,this advocacy would add value in recruiting faculty in the arts, humanities, and social sciences which are often underrepresented at STEM-focused universities. This should not be at the cost of the stem fields. Additionally, cost-savings are listed. By saving money through combining the administration of the colleges, student success is likely to be blocked by extensive bureaucratic processes that keep the administration even further from the student perspective than they already are. This university, while it does significant research, should ultimately be focused ON THE STUDENTS. That the purpose of this institution and it should be fulfilled to the highest extent. Finally, do not compare these colleges to other university models or even the College of Engineering. The whole point of Texas A&M is that it stands out and is different in its field. By comparing it to other universities, we are undermining how successful TAMU has been thus far in its mission of education with the colleges separated. Also, the College of Engineering is a significantly different situation. Many students outside of the College of Engineering view it as this large, "untouchable" college that the university prides itself on. This is already a frustrating experience that would only be furthered by trying to combine the colleges because it would appear to be another large industry building college rather than one that truly cares for its students and helps them succeed. I feel very strongly that TAMU will lose its reputation as a good university for all majors if this change is made. Not only will it harm the university, but also the students it vows to educate. The combination of departments covering similar material (such as the proposed BIMS and Biology merger) makes much more sense. However the previously mentioned colleges do not even have too much in common. STEM versus liberal arts should not be combined.

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First I would like to make the observation that none of the data used to reach the conclusions of the report are available for analysis. The reports findings are exceedingly vague. I am concerned about observations the report makes of the biology department such as, "splitting the program between three colleges creates confusion for students about appropriate majors and creates barriers to changing majors which results in increased time to graduation." I personally was a biology major in undergrad here at Texas A&M and am a current microbiology graduate student. I have never encountered any perceived confusion about appropriate majors or issues with major changes from any of my peers as a result of the diverse aspect of the biology department. I would suggest this diversity is a strength and that it allows for collaboration in departments that might not happen if the suggested realignments occur. There was also a line in the report that stated that "based on comments during the interviews, there is a perception that the current Department of Biology is underperforming and there would need to be a significant investment to bring the productivity to an acceptable level." I can whole heartedly say that whoever was interviewed for this report was either simply very very wrong or had some non transparent reason for making that statement. The biology department is, without any doubt, perceived as thriving both within the university and without. I likely wouldn't have even come to A&M for my undergraduate degree if that was not the case. Not only is it extremely financially supported but this department produces amazing and passionate scientists that are influenced and supported by the department's unique culture. Overall the reports criticisms of the department were either just untrue or actually the department's strengths. Creating upheaval in a growing and thriving department seems ill advised and would most likely yield results that reflect poorly on the university and the administration that caused the change.

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I think option 2 is better because science and liberal arts have nothing to do with each other and one of the reasons I chose microbiology over vet schools and other college was the independency that the science department showed compared to other colleges and the high success rates.

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I think the colleges should stay as they are to avoid confusion during applications and to allow easier divides between which colleges produce which majors

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Overall, I could not disagree more with the decision to move the department of construction science to the college of engineering. The biggest reason for this would be the loss of our ACCE accreditation, which every top construction program in the country must adhere to. Without this accreditation, our program would be worthless. Secondly, we are



in no way, shape, or form, engineers. These are two completely different fields. Trying to incorporate engineering courses into a COSC degree plan would be absolutely pointless, as we are not engineers. This would be equivalent to comparing pharmacists to surgeons, they are two completely different fields. After all, if any of us wanted to be engineers, we would be in Zachry, not Langford. While the report does not explicitly state that COSC will be dissolved into another or new degree, we all know that this is the end goal. If TAMU attempts to incorporate the current COSC degree plan into a new degree, such as construction management or architectural engineering, it will undoubtedly fail miserably. These degrees and the courses they require are worthless, as they do not teach students how to build, but how to design and manage. To outsiders these concepts may seem similar, but to an experienced construction professional, they could not be more different from each other. This is why degrees such as construction management, architectural engineering, and construction engineering have some of the lowest employment rates out of college than any other degree, while here in the COSC department we boast an outstanding 97% employment rate. I would encourage anybody wielding any influence on this decision to attend a COSC career fair. Companies around the nation are hiring as many TAMU COSC graduates as fast as they can. Employers know that we have the top program in the country, as do I, and I would hate to see that changed.

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I think it is wrong to move the Department of Construction Science to the College of Engineering. For one, the Department of COSC is renowned throughout the country and produces great constructors and project managers yearly. Also, we have had a symbiotic relationship working with the College of Architecture thus far. Thirdly, our department has some of the best Construction Science professors in the industry. Our professors have decades of industry experience and have provided the students with this knowledge since they have been here. Considering the points provided, I disagree with the proposed realignment of COSC into the College of Engineering. [REDACTED]

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Please do not combine liberal arts with geosciences as this will take lots of funding from both majors. This is absolutely ridiculous.

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I am a graduate student in the Biology department and I feel very supported in this department and it's current structure. My perception of the department has been that it is extremely successful at generating funding and performing ground-breaking research that contributes to numerous fields in biology. Part of why I chose to attend Texas A&M was because the Biology department is it's own separate entity, just like 149 of the 150 other top universities in the US. This gives the department autonomy needed to manage its own personnel and resources, which is what I believe makes it such an effective organization.

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Please do not consolidate the college of geosciences, sciences, and arts. Those are polar opposites and do not belong together. The budget for the 2 schools have different needs that won't be met if they are combined. The value of a sciences degree will plummet and the products of hard working people from this university will not be at the same standards. It is truly heartbreaking to find out that after I transfer to this university that they are getting rid of the college of geosciences.

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I believe that construction science should remain in the college of architecture and not be moved into the school of engineering. The main reason I do not want the move is because of the professors. If COSC will be moved to engineering, we will not have the quality professors that we would have now. The current professors for COSC are highly trained and experienced in the construction field and all worked previously in the industry before becoming a professor. If we were to move to the college of engineering, all the current professors for COSC will not be allowed to teach as not all of them do not have the credentials to teach in the college of engineering. The professors that will be teaching to us will not have the experience and knowledge about the real world industry that the current professors. I believe that this switch would not benefit the COSC program and would hurt it. There is a reason that the COSC program is one of the top ranked programs in the country, as well as one of the only accreted construction programs in the country. The current professors use their real world experience to prepare us for what will actually be happening when we graduate and move into the industry. Also, if COSC does move into engineering, the program might lose its credibility and no longer be one of the top ranked programs in the country. The history of this program is too deep and has such a positive reputation in the construction industry that a large move like this will have such a large impact that the program will never be the same. It will affect the aggie job market, internships, our reputation, and every other part of the construction industry. A move like this will effect the program forever, but keeping COSC where it is and preserving the tradition and reputation will be the best option for the school and university as a whole.

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The Construction Science program is a program that has some element of Engineering but will not thrive in the college of engineering due to the fact of the students in the Construction Science program being more of in the field type of construction and the way that we learn how the projects are built and ran through out the design and construction

phases. The construction managers that come from this program have the experience that is needed to run a job completely from the start and have learned this from the program.

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I DO NOT think the College of Liberal Arts should be combined with the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. The College of Liberal Arts already has an immense amount of majors/minors under the LA umbrella. It doesn't need to be combined with other schools — this will just make things more confusing for incoming students. Liberal Arts also has nothing to do with Science & Geoscience. This is a ridiculous combination of schools that truth be told makes no sense. There is no need for a “four-legged structure” that lumps LA in with Sciences, Engineering, AgriLife, and Texas A&M Health. Liberal Arts is purposely NOT STEM based. Do not try to make it so. This absolutely makes no sense.

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I would like to start by saying that tamu founded the very first undergraduate dance science program in the US. I, along with the majority of my peers in this program, only came to A&M for this specific degree. It is the combination of kinesiology and STEM with the artistic aspect of dance that makes this degree so unique and important. Personally, I love the flexibility this gives us going into our working careers: we can diverge down many different tracts, and if we decide to go into performing there is automatically a solid backup plan built into our artistic undergrad degree. I love that there is a push to support the arts, as they are often forgotten about in favor of science and engineering here, but the separation of dance from kinesiology would completely change our degree. I understand that this will not affect me personally or my class year, but I have the utmost respect for the dance science professors who have put their life into making this major not only possible, but exceptional. Forcing them away from kinesiology would make the most sense only if the degree was changed to a BS in Dance Science and not simply a BA or BFA in Dance.

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While the reasoning behind moving the Health and Kinesiology out of the College of Education and Human Development and into the School of Public Health and moving the Dance department into a new Performing and Visual Arts department makes sense on the surface, it completely disregards the fact that the dance department exists at a unique juncture of the arts and kinesiology. I've been involved in the dance program since my freshman year as a dance minor and know how integral kinesiology is to the the Dance Science major. This program is one of few in the country that aims to teach students to teach and practice dance in a way that is safe for dancer's bodies and limits the number of injuries by applying kinesiology to dance. Many students join the Dance Science major because it gives them the opportunity to continue dancing in college while meeting all of the prerequisites for Physical Therapy school. The way the report discusses academic realignment doesn't seem to acknowledge the vital connection between the dance and health and kinesiology departments and the suggestion to completely separate dance and kinesiology appears to reflect a complete lack of understanding of the dance program. How will this affect the dance department's intersection with kinesiology and was that ever considered during the proposal of departmental restructuring? An increased focus on the arts is important, necessary, and appreciated, but the dance department's connection to kinesiology is vital to the integrity of the program and must be acknowledged and respected by TAMU. Further, there is no connection between dance and theater in the current dance department, so the combination of these two disciplines seems like it would require a massive restructuring of the department. Just because other schools place their dance department in the liberal arts does not mean TAMU should. Other schools do not have kinesiology centered dance departments, so their dance programs don't need a departmental connection to health and kinesiology, but the TAMU dance program does. I would advise TAMU to consider how vital the dance program's relationship to health and kinesiology is and rethink how the university's academic realignment plan will impact the integrity of the Dance Science major.

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As a current student, I believe the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science is integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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I feel that you're going to ruin the allure and prowess of Construction Science just in the name of improving the Architecture degree. Maybe I misunderstood the report, but to axe Construction Science and rebrand the department just to help out another great program seems like you gain one problem while trying to solve another. Unless Construction Science is kept the same, at least the classes crucial to construction as Dr. Suermann may vouch for. But I don't like the "rebranding idea" as Construction Science is an amazing program right now with most if not all students graduating with a job.

As a current Construction Science major, I can say that moving our department under the college of engineering would completely diminish the amount of work that countless people have contributed to. Construction science can not just be merged under the engineering umbrella as it would take away from the differentiation between the two. It is unfair to the many students who have pursued this degree. If you are wanting to do anything then make construction science as it's own college and expand from there. This department is nationally distinguished and sets graduates up for the future because many companies look to Texas A&M specifically for their tremendous construction program. There would be no distinguishing factor of the program if moved under the engineering college. I am extremely upset as an upcoming graduate, and feel that mine and others hard work is being overlooked.

All USAR majors should stay within the College of Architecture. I do not think it would be beneficial to be moved and the curriculum best fits this current college. Please do not make this change.

Rationale #9c. Howdy, this is my first semester here at TAMU, and I have loved it so far. I enjoy my major and the college itself. I read the MGT Report and paid particular attention to the section concerning my major, Construction Science. I understand the concern to compete and raise A&M's Architecture ranking higher than the top 25. However, I'm afraid I disagree with the recommendation to remove majors from the College of Architecture. When I applied to TAMU, I applied to the College of Architecture for construction science because of personal choice and the influence of family/mentors. Now many of my classes so far have been architecturally based, and I enjoy them. I did not apply to become an engineer at A&M. I know that the program is highly successful, but it is not my desire. Moving the Construction Science department to a different college would disrupt 75 years of incredible work and take away interest from the department itself. I also believe that it is unfair for me or any of my classmates to be transferred into the college of engineering to obtain the degree I desire. If this recommendation must go into effect, the administration should allow current Construction Science students to finish their degree through the college of architecture as anticipated when they were admitted. A great saying is: don't fix what ain't broke, and I think that is an excellent application to what is being presented here. [REDACTED]

I do not believe that there is a purpose for moving the Department of Construction Science into the College of Engineering. Texas A&M's Construction Science program has been nationally ranked in the top twenty due to their successes that have stemmed from the degree plan required by the department. Shifting the Construction Science program out of the College of Architecture will not only drastically change the departments nationally recognized reputation, but will also set many students astray within their college career. Students majoring in Construction Science have planned their life timeline and goals according to the degree plan set forth by the College of Architecture when they were admitted to Texas A&M. Changing a students pathway would lead to higher failure rates, due to the fact that students have not completed pre-requisites to specific classes that are only required in the College of Engineering.

Graduate-level instructors (faculty) are not interested in teaching and the quality of graduate level instruction in the department of chemistry is poor.

I am a graduate student in the college of science. I don't think I support combining the colleges right away because liberal arts and the sciences are very different, and if the new heads of the college are, for example, from liberal arts, I don't think they'd understand what it is like to be a science student

The rationale for combining the college of liberal arts and science seems like a poor argument and one that looks to only better the university and not the students themselves. I am currently A 3+2 student at the Bush School of Government and Public Service with my undergrad in the political science department and I do not agree with the proposed merger. I do agree that more investment and higher promotion of the Bush School should occur, due to the level of academic rigor and prestige that the Bush School and its students possess. I do not agree with the merging of the Poli Sci department and the Bush School. What makes the Bush School so unique and such a draw to students not from Texas A&M is the small size of our program. The lower amount of students makes the admission more competitive therefore making the program more competitive. The small student body allows for closer more personal contact with professors, career services, other classmates, and allows opportunities for students that I do not believe would be possible with a much larger program. I also believe that adding undergraduate students and would make the program less appealing to students that did not complete undergrad at Texas A&M. Graduate school includes a more serious, more dedicated group of students than undergraduate courses usually entail. The Bush School also has very specific course track and train up students and very specific courses that I believe overall would bring limitations to undergrads. I also do not want to see a faculty decrease at the Bush school, when our faculty who appear to be vetted differently than undergraduate faculty, are what make our program so amazing. I overall believe as a student who was in the Political Science department and is a current Bush school student that combing the programs would cheapen the Bush School

rather than elevate it as a program.

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Rationale #9c. On the topic of relocating the Construction Science degree to the college of Engineering, I do not believe that this idea is the correct choice. The words are used as having "significant connections between..." various engineering programs. In my experience on internships and now accepting a job offer, construction science majors deal more closely with business men and architects than we ever do with engineers. We are taught to follow a job description of interpreting the drawings that came from the architects and to then add business to it to construct a building. Very rarely do I have to involve an engineer but rather I deal with the architects of a project every day. We should learn closely with those that our job is most directly impacted and altered by. As a project manager your job is not always to know how to structurally load a beam, it is however our job to know where that beam was designed to go and how we are going to get it there that is derived from plans by the architect and systems of the construction team. I do not think that adding construction science to the college of engineering will be beneficial to future construction science scholars but rather detrimental to the proper knowledge of the industry that we are currently receiving as being under the college of architecture.

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It makes no sense. During my internship, a required part of my degree plan set by our department, I worked a contractor. I met with an engineer a grand total of zero times. However, I did meet with an architect almost weekly. The architect would meet with the engineer for his design aspects. Then come back to us with drawings and change orders. So to say that we align with civil engineering and mechanical engineering is quite honestly ignorant and naïve. From the students level, it seems as though this is a political decision to try and reach the (failed) goal of "25x25" which I believe has unbelievably negative feedback. Mainly because it pushes for quantity or quality. Having too many students means having to sacrifice in the quality of education. Teachers and TA's can't meet with all the students as they need to. I am in the Corps of Cadets, we had the same issue for two years. We changed to quality over quantity. Our Physical training improved and our GPA's rose over half a grade point.

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TAMU is uniquely positioned to become the most valuable job-producing VFX/Animation/Gaming college in the country, perhaps the world. Our students and alumni permeate the industry, and the particular blend of artistic and scientific minds; whether they be mathematicians and programmers who happen to know a bit about the principles of animation and how to use lights properly, or painters who learn a bit about crafting tools to help them create, A&M Visualization is known well for creating some amazing professionals. However, it's also known within for having to make do with less, and our oversight by the college of Architecture (particularly their ITS department) means we have less autonomy and what works for them does not work for us. Recently the Viz department and students have been conflicting with the College of Architecture restrictions on building access. Animation often requires overnight lab access to maintain render queues and react to issues. This dedication is part of what makes us great, and restricting access entirely on Sunday was a mind boggling move, made clearly by individuals who have no perspective into our department whatsoever. The Viz department is already world renown, but whenever we bring individuals to visit they are always confused by our structure, confused by our parent college, and disappointed by our facilities. Internally, Viz (including Faculty) indicate that we only exist as a Rebel department; we lack funding and support, and yet produce top quality results anyways. It would be nice for us to self-determine, and not have the excuse for failing that we didn't have the computing power (for the Pipeline, this summer it was incredibly difficult to render because roughly 40% of the computers were so inferior they would lock up and freeze our renders. We had to engineer a solution to skip these computers and spend time and effort merely getting them to function as opposed to working on our projects), or didn't have the equipment (Our DSLR Cameras are frequently 100% rented out, and the equipment room does not have significant staff nor hours). Due to our budget shrinkage, we recently hired a group of Research candidates, let go of industry-oriented faculty, and hired a head of the department who seems highly focused on research funding. This makes a lot of sense if we continue to get less and less funding and are unable to acquire our own facilities, but the worry is that these individuals have little to no games or animation experience, and the money-centric focus will detriment student education; the industry experience is so key to our department that the Graduate students are frequently turning to mentors (Often upper classmen friends they made who recently graduated) from the industry for the maximum number of credit hours a directed study can achieve; relying on unpaid mentors is a risky proposition. The summer industry course likewise does so, which while it is an amazing experience, it is so at the direction of non-A&M personnel. Likewise graduate students teach an alarming amount of fundamentals courses and are given laissez faire on their syllabus. I should know, I taught three courses and felt overwhelmingly on my own. Contacting my department heads they'd sit and talk and help, our department has wonderful people, but there's just not enough resources. It took so much of my personal time I had to drop one of my

own courses, and eventually I decided the pay wasn't worth the effort anyways, it didn't offset how much longer my degree would take to be a full Instructor. My responsibilities were on par with full time faculty one semester and I worked 40 hours a week on that alone prior to my own work; but my tuition and fees were not paid by the position fully which is a typical benefit of being a working and teaching graduate student at other universities. As a grad student I've attempted to attend two courses; VR and Motion Capture, for three years now. They've been cancelled or too full and unable to take more students each and every time, and that's after adding additional seats the professor felt unsure they'd be able to handle. A refocus and retarget such as described in the report would be key in realigning Viz back on track before we become research only and lose the industry identity that we've worked hard for, and if a funding boost does not occur we will see diminishing returns; we already do now to an extent. Our mentors, even A&M Alumni, discuss how good programs are at SCAD now, or RIT, and have indicated their time is often better spent there as they do not have much to spare, and if they are having to fight with equipment or building rules or such, it isn't worth their time. As to the particulars of the report, I do think Viz being the flagship of a new college would be greatly in A&M's interests, bringing renown to the University and helping Aggies achieve their goals, go out into the world, and be successful.

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Placing the Construction Science Department in the College of Engineering would be a disastrous decision that would change the entire dynamic of COSC and deplete the department of the men that make it so great.

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I am a student in the Political Science Department. I love the idea of merging it under the Bush School of government. My feedback is that I would love that it be done soon enough so that my degree can reflect that it is with the Bush School rather than under the College of Liberal Arts. Thank you!

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Recommendation #5 proposes to move the stand alone Department of Biology from the College of Science to the College of Agriculture in order to have a more united front for biological sciences. I am afraid that this move would drastically decrease the quality of the biological sciences program here. The stand alone Department of biology has been amazing to undergraduates like myself, with engaging professors and amazing research opportunities. It is because of our extraordinary stand alone Department of Biology that I passed up other high achieving biology programs, like that of Johns Hopkins, to attend Texas A&M instead. I know this sentiment is shared with my peers as I have engaged with undergraduate and post-graduate students alike, and many of them would have not attended Texas A&M if the biology department was a part of the College of Agriculture. A unified biological sciences program is a good idea, but it would be much more beneficial to the students, faculty, and University as a whole for this unification to occur under the already proven, stand alone Department of Biology.

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Howdy, I am currently a student Environmental Studies major in the College of Geosciences. With the new academic realignment ideas, you are actively undermining the importance of the geosciences by placing the College of Geosciences into the College of Arts and Sciences, a college that does not focus on the Earth science courses I have had to take so far in my college career. One thing that drew me to the College of Geosciences was the fact that it is a smaller college; I have been grateful for its small community because I have been able to attend seminars, career fairs, and events and receive one on one interactions that will help me crucially in my future career. This realignment would take away all of that, every benefit I have received from my college would be gone. I came to TAMU to strictly receive a Bachelors in Science while taking my environmental courses, as many of my peers have as well. I would not have gone to TAMU for environmental science knowing it would end with me receiving a Bachelors of Arts.

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The plan for combining the colleges of Liberal Arts and Science is awful, and I believe its enactment would lead to a major decline in the research and general capabilities of this university. There is no competition between degree difficulty for a liberal student as opposed to a STEM student, and combining these into a singular college insinuates equivocality. Combinations may save the university money, however staff employment, scientific discovery, and potential student interest in the university will suffer. Certain small but important majors are in clear danger should this plan be implemented, specifically the College of Geosciences but including others. This plan seeks to give more power to university heads (and remove it from individual colleges), and aligns every other college with that of the College of Engineering. This in itself is laughable, as said College is disgraceful in its handling of advising, academic assistance, and planning. Grandfathering of current students does not appear in the report, meaning that every major in the potentially-combined Colleges will be rebranded into this new disaster, and is sure to result in high backlash from students.

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Again, the report fails to specify the sources of funding for proposed investments, mergers, departments, and institutes. Doesn't specify how general funding, grant funding, or research would be affected. Additionally, doesn't clearly specify the benefits of combining several large programs and university libraries into a singular, potentially overwhelmed College of Arts and Sciences.

Regarding moving Construction Science to the College of Engineering, I believe this would be a mistake. First, what makes our program as great is largely due to the industry professionals that teach the curriculum. Most of the best professors in COSC came from the industry. The experience and knowledge they bring from their professional experience is much more valuable than some professor who has multiple degrees but little professional experience. Not only that but the connections these professors and staff bring with them helps out the students so much. They are a huge reason why we consistently get 175+ construction companies each SEMESTER for our career fairs. Second, although we work closely with civil engineers and various types of other engineers in the industry, that doesn't change the fact that COSC is NOT engineering. There are some similarities with COSC and engineering, but at the same time there are some huge differences. With COSC, we deal more with the planning, budgeting, management of resources and labor, and safety of a construction project from beginning to end. With Engineering, they deal more with the design of how a construction project is to go about. Even though we work hand in hand with one another, COSC and Engineering serves more as a "checks and balances" kind of relationship. We check their design to see if it actually is buildable, whereas they check our builds to make sure we are following the design. Third, this point will kind of tie-in to the previous point I made. Like I mentioned previously, COSC is NOT engineering. With this being said, if COSC is moved into the College of Engineering, the amount of students who will be COSC majors will decrease dramatically. This will happen because every student would have to go through the general engineering for their first couple of semesters before they could apply for COSC. For many people, that alone could influence them to study something else or go to a different school where they can start their COSC coursework earlier and without as many barriers. In an industry that is always hiring and needing people to work for them, this could cause companies who sought out A&M graduates to look somewhere else because we will not be putting as many people through the program. I start working full-time in January and I have had about 12 months of experience in the industry already before graduation. The coursework I've taken has helped prepared me for the industry greatly. If most of the curriculum was changed to take engineering courses, I would not of been nearly as prepared and confident while I was doing my internships. This is largely to do with the work we do in the industry, is NOT engineering. These companies that come to hire us are wanting to hire builders, NOT ENGINEERS. Fourth, the report mentioned that our COSC program is already regarded as one of the best in the nation. Why would we re-invent the wheel? What we have been doing for years in COSC is obviously working to the point where other colleges are trying to replicate our program. With all of this being said, I understand the desire to start focusing more on architecture. The College of Architecture is the smallest College here at A&M, with COSC being the largest department within the COA. I think what should happen is Construction Science becoming their own College (College of Construction). I understand that this may be a difficult process to do, however I think it's very important to keep COSC and Engineering separate because they are different. This would allow COSC to keep similar curriculum without making students go through general engineering, and in turn encourage prospective students to pursue Construction Science. If you change COSC curriculum to take more engineering courses, then what would be the difference between COSC, CVEN, or AREN? Again, I believe that if the University wants to focus more on Architecture and thinks that moving COSC would help with that goal, then we should form a College of Construction rather than integrating us in the College of Engineering. Thank you for allowing us to give our feedback and I would be more than happy to meet with anyone about these proposed changes.

I have a lot to say about this topic. I am a senior construction science major and I can tell you that moving the construction science program to the college of engineering is a terrible idea. I will list my reasons below. My first reason for this is because a large portion of construction science majors are transfer students. I myself am one, and if construction science were in the college of engineering then I would not be here. It would make it very difficult to get the right students into the program unless admissions are revamped. Second, construction science is catered towards contractors and the physical building of structures, not design. Engineering is considered design in construction. Contractors and engineers do not think or interact in the same manner. Putting the program in engineering will make it where the right students will not be in the program. Third, it is not necessary for people who will be entering the contracting world to take advanced level engineering math and sciences. Contractors deal more with the business side of things, so it makes more sense for us to take business math courses and accounting based courses rather than advanced calculus that will not be applied in our careers. Building on the previous paragraph, the construction science program is already an ACCE accredited program. If the program were to move then we would lose this accreditation. We would have to start the process of becoming ACBE accredited which would require restructuring of our degree to be engineering based. Adding to the curriculum part of this, the full semester internship is critical to the program. Moving to the college of engineering would most likely get rid of this internship. While on this internship, students learn an

immense amount about the construction industry because we are fully emerged in it for several months. Fourth, the faculty in the program would probably change. The professors in the program have years and years of industry experience that is incredibly valuable. We can only learn so much in the classroom. Most of the learning we get helps us have a good foundation for when we enter the field. And it has to be taught by people who have been in and understand the means and methods of the construction industry. Many of our professors only have bachelors degree, but their experience is what is truly valuable. It scares me to hear about a move to engineering because I fear that the faculty will change from experienced and qualified faculty to whoever has the most education. The construction science program is consistently in the running for the best construction program in the country. I fear that moving to the college of engineering will significantly alter a program that has proven to be successful for many years. it has produced thousands of leaders in the construction industry. I hate to say this, but I think moving the program to the college of engineering will be the death of the program. Many of the current students and alumni that I work with feel the same way.

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Howdy, [REDACTED], and I am a member of the Aggie Class of 2024. I am also a proud student in the Construction Science Department. I would like to provide my feedback in this report about the proposed changes that have been discussed in the MGT report. When thinking about the proposed move of the Department of Construction Science I had a lot of questions as I know several of my classmates had. Would Construction Science become an engineering tract, would we be able to keep all our professors (including those without PhDs), would our head of department change? My classmates and I have been discussing our thoughts on the report circulating back to these and other questions. When I first opened the MGT report and started reading about the changes proposed to Construction Science I was shocked to see how little of the article was dedicated to supporting the conclusions drawn. I was also shocked to see how many students were listed as respondents in the first pages of the report. Out of 500,000 people, only roughly 1,000 students had a voice in this report. Furthermore, I do not know of one Construction Science student who was interview in the preliminary survey. How can this be? When thinking about this topic, I thought about what it means to be a student at Texas A&M. I thought of our core values: Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service. How does this report fulfill any of these values for COSC students? I have felt betrayed over the last few days with the lack of information and transparency that has been afforded to my classmates and myself. We are proud to be Aggie students. We are proud to be in our department. I came to A&M not to blow off and waste four years of my life, but because I wanted to do something with my life. Construction Science has thus far exceeded my wishes in all ways pertinent to my desire to be a Contractor. I have felt the value of my education in ways I know other students at different Universities and Colleges know nothing of. I have seen the application of my skills readily in my life, and I have grown to appreciate even more than ever the Aggie network and its spirit. How does the proposed move value the Leadership exhibited by professors who might lose their jobs if the change happens? How does the change exhibit Loyalty to students who might find themselves in a forced change of major after working for years for their degree? How does this move value Selfless Service to the students of the Construction Science program who came to Texas A&M expecting to receive what was offered from the program? And how does this move represent Integrity when many students have voiced the concern that COSC numbers are simply needed for the Engineering program 25 by 2025? "The primary mission of the Department of Construction Science is to prepare students for successful careers and future leadership roles in construction and construction-related industries." I have seen this mission at work in my own education while here at Texas A&M. "In our department, we treat students like family." I have been thoroughly pleased with the Department of Construction Science and the skills I have been taught thus far. The program has aimed to prepare me for the workforce and to exemplify the Aggie Core Values. It is true that the program is equal to none. The sheer size of companies who are so readily willing to hire Aggie Construction Science students reinforces this point. I mean no disrespect to engineers or the College of Engineering, but the parts that have been so far the least helpful for the development of my skill set have been those classes in my major that most resemble engineering classes. That is not what my classmates and I came here to learn. The report said, "Moving the Department of Construction Science to the College of Engineering will enhance the educational experience and research potential for faculty and students in both organizations." I, personally, and a large portion of Construction Science students cannot see that being the case. Please take this into serious consideration. Thank you.

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I think it would be a total mistake for the Bush School to merge with the Political Science department. Furthermore, it would also be a mistake to add undergraduate and PhD programs to the Bush School. What makes the Bush School unique and competitive is the fact that it is entirely a master's degree program of students who mainly want to into public service. Thus, if the school is merged and/or programs added, it will dilute the strengths and unique qualities of

the Bush School. Overall, I am entirely AGAINST the recommendations for the Bush School put into the report.

On moving the Technology Management Degree program. As a technology management major myself I believe moving the program to the college of engineering will kill the program, most of the students in the program are there because they either didn't want to be or couldn't be in engineering, also Technology Management focuses less on the building and development of new technology and more on the implementation and training of technology within a business, this is what gives it a close tie with HRD. With regards to adding Music majors to A&M, I believe it would be a mistake. As a member of TAMU ensembles for the past 3+ years one of the things that makes them unique is that everyone is choosing to be there, not because they are forced to be there to satisfy a degree requirement. Also at many schools anyone pursuing a major that has to do with wind instrumental music is required to join that school's marching band. There is no way that TAMU could do this without losing the support of many Ol' Ags, because adding those students to the Aggie Band would be taking away from its value because you would not be able to make them all join the Corps

I am fully on board with the Academic Realignment Recommendation #2 as it relates to the Department of Visualization.

-- brief background:

In my time here at Texas A&M, I have learned a lot about professional development and truly want to see this department, and university, become the best that it can be! Navigating the differences of a state university and private university has been quite a challenge. I learned recently that state universities don't often look at private universities for comparison of similar programs because it is not seen as something to compare with. I disagree. I could go into many details, but I think my perspective can be summed up in the following statement: "I want to see the Visualization Program at Texas A&M University become the best program in the nation, period." Yes this program might be the best program among other state universities, but it is falling behind in comparison to other programs of a similar nature in this country. -- The above may sound a little hopeless, but this program has a lot of potential! I truly believe that this recommendation listed in the MGT Report gives even more hope to make this program one of the best in the nation! Period. STEAM vs STEM, I would choose STEAM any day. The Arts has a way of stretching the mind, and forcing students to think backwards, which is exactly what engineering is all about. The Visualization program has a great mix of technical and artistic combination to teach the next generation, and prepare them for the future of work. I often tell my students this analogy: "If you take a glass of water and tip it over, what are you doing? The students usually reply with 'emptying the glass of water,' which my response is 'yes, but the physicist will tell you, that you are actually filling the glass with air.'" This is the analogy I tell my students to introduce the idea of backwards thinking. Creative solutions sometimes require you to look at a problem from a slightly different angle. Sometimes we have to break something even more before we can fix it! I watch my students over the course of a semester, or two if they take my 'Building the 3D Character' course, drastically change how they think and approach problems. Sometimes I give students an unsolvable problem, to see how they handle pressure and a challenge. Towards the beginning of the course, they don't handle it too well, but by the end are able to present solutions that I had not even considered. I see a tremendous amount of value in the arts program and fully support the idea of forming a new college to combine the resources of the department of Performance Studies, lead by the visualization department. The three main areas within the visualization department are Animation, Gaming, and Virtual Reality/ Augmented Reality. Having a closer connection with programs such as Music, Theater, and Dance will enhance the collaborations of projects among students and faculty; projects like motion capture on a Dance performance student dancing along to music composed by a Music student. We have the opportunity, to become one of the nations leading technologists and researchers in VR/AR, gaming technology, and animation. -- Lastly, if this consolidation and combination does take place in the next few years, this new school could greatly benefit from a new building. One that has a film studio, recording studio, equipment cage and loading dock, professional cinema grade theater (I have connections with Dolby and IMAX), VR/AR, and motion capture research labs. A building similar to the one recently built at RIT, the MAGIC SPELL STUDIOS building would be a great one to look at for ideas. This program, at the best university, deserves a state of the art building. This building could be a game changing element in convincing students from all around the world to choose Texas A&M University.

I do not think that combining the College of Science, College of Geoscience, and the College of Liberal Arts is the best move for the university. My main concern about this transition would be if science majors would now be considered social sciences. I know many companies such as NASA do not except social sciences as a true science background. I don't understand the connection of how someone studying chemistry and environmental geoscience could relate to someone



studying Spanish or performance studies. I could understand the combination of the college of geoscience and the college of science however I believe there is a need to keep the College of Liberal arts separate. Evl could understand the combination of the College of Geoscience and the College of Science. However, I believe there is a need to keep the College of Liberal arts separate even if it would save money and some other universities have this combination to save on cost. It just does not seem logical and there is a lot of concern amongst many science and geoscience students for their concern that their degree might now become a social science.

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I believe that the college of architecture should be left as is. As stated, it is an extremely successful college. This college brings a lot of diversity, allowing for a lot of new ideas to grow. I think that construction science, although has ties with engineering, belongs with the school of architecture because the two concepts go hand in hand. As stated again, the construction science program is extremely high ranked and moving it to the school of engineering may decrease the amount of student who chose to pursue this program.

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As a student in the College of Geoscience, I have to express my concerns with the alignment of our college with the College of Liberal Arts. Combining the College of Geoscience is not the way to make Liberal Arts a bigger college; it will result with the geosciences being swept under the rug in an attempt to make the arts more popular. In a smaller college like the Geosciences, it is easier to connect with people of the same major and have connections with professors that you may have for multiple different classes. The College of Geosciences also has opportunities to host events for the whole college, including social, professional development, and community service events specifically for geoscience majors, and I think that would all be lost to this switch. The College of Geoscience will have little to no benefit from the switch and this was ignored in the report. The report solely focused on adding numbers to the Arts, it did not provide any information on the changes/benefits that would happen to the College of Geosciences. In addition, Liberal Arts will have very little gains from having our college combine with them. Not to mention, Geoscience is science based. The degrees in that college should be with science. Geosciences should be placed in their own college because its majors are completely unique and stand alone from anything else offered at the university. I personally have received great counseling and a great education from the College of Geoscience and do not know how aligning this college to make it non-existent will provide greater benefits. It is unique that A&M provides a bachelor of science for an Environmental Degrees and it stands us apart from other universities. Future geoscience Aggies, and current geoscience Aggies will be extremely disappointed in this switch and how there will not be a certain college to represent environmental degrees with the increasing need for them in our society today. In addition, I do not think any of the students in the College of Geoscience care about being a small college, nor ever thinks about it. We all chose our degrees in the College of Geoscience in the first place knowing it was a small college, and I 100% believe I have benefited because it is so. The College of Geoscience should continue to stand on its own and students who have started our degree programs should be able to finish with a Bachelor of Science not a Bachelor of Arts.

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Recommendation #1 for merging Liberal Arts, Geosciences, and Science seems logical and practical from an administrative viewpoint, but as a student I have to disagree. Many goals and purposes that drive the university are the students, but from a student perspective, I struggle to see the benefits to us. More resources and more money are two solid reasons on the outside, but is this really a good idea that will benefit everyone in each college (liberal arts, geosciences, science)? It appears the school benefits more than the people. I think the drawbacks carry more weight. I see this recommendation is a common trend at other large universities across the nation, but I believe in the core value at A&M of leadership, and believe A&M leads in the uniqueness of having each of its colleges being independent of each other, and especially the College of Geosciences. For meteorology, we are the only school that offers the degree at the undergraduate level and have one of the top programs in the nation, and Texas A&M and the College of Geosciences get to take credit for that. Merging these colleges would take away from the uniqueness of academics at A&M. Secondly, each college has their own purpose and goals. Liberal Arts and Science have different purposes, so I think merging the two would redefine the purpose of each college, and risk the competitive nature of our programs. Geoscience is also one of the only colleges that goes into the field to do research. Geoscience and Science majors would be underrepresented and marketed because we'd fall under a larger system, and I fear our programs being overlooked by many. Are we still the school of geosciences after we merge, or do we become just departments under the College of Arts and Science? On a different note, Geosciences also does a fantastic job of exploring social science. Our GIST degree is growing through the department of Geography because we see more employers look for GIS experience. One of our professors in the department of Geography does research on environmental justice in terms of water security. This is a small yet significant example of social science representation in the College of Geosciences. Next, I want to share how the College of Geosciences influenced my decision to come to A&M. I am a first generation student, but I had extended

family that came to A&M, so every time I visited before college I loved how welcoming and friendly the students were. The traditions that brought all Aggies together really made me feel like I was part of the school even before attending. The second half of my Aggie story is the College of Geosciences. Coming to one of the largest universities in the nation is a bit intimidating, and as a campus tour guide with the Howdy Crew, that is the biggest drawback I hear from prospective students and their parents. I can sympathize with these students because quite frankly, I felt that a little bit too, until I visited the College of Geosciences and met Judy Nunez. Many doors opened up in geosciences that assured this was the place for me. When I meet with a prospective student when recruiting for geosciences, I also hear from them that it is a little scary, but I get to share about how you can be known in the College of Geosciences by really getting to know faculty, professors, other students, graduate students, and even our dean. This change would bring less opportunity for students to know these individuals on a personal level when working with a larger system. We lose the community aspect for geosciences, and I'm sure sciences can also relate. For freshmen students in our college, does Dr. Thomas get to sign their diploma? Will they even meet their dean? These students anticipated a diploma saying College of Geosciences. I have been blessed with many opportunities in the College of Geosciences because I've been able to know faculty on a personal level. For example, after attending GeoX, I learned about the Geosciences LLC, where I got to live with others in geosciences who I took general classes with, like chemistry or calculus, and made relationships with other students who have the same ambitions as I do. When I participated in the LLC and attended GeoX, I got the awesome opportunity freshmen year to have lunch with the dean and CEO of EOG Resources because I made connections with those in geosciences. Doors kept on being opened for me, and next my RA of the LLC shared that there was a student employment job open with the Environmental Programs advisor. I applied and got it, where I still work today. Allison Harms has been a mentor for me the last 4 years, and she is a prime example of the advisor that everyone loves and thanks at the end of their 4 years because she knew them on a personal level, and supported them academically throughout college. After being involved with so much in the College of Geosciences and making so many connections, I was offered a position to be a peer mentor for the College of Geosciences and Judy and one of my professors actually mentioned my name to the director because they both knew who I was and my character. By merging colleges, I'm not sure the students would be offered the many opportunities I have had throughout my last 4 years. As a senior, I realize these changes will not impact me directly because I will be graduated, but I think about the job search process. A few years down the road when applying for jobs, I think having a degree that says College of Geosciences as opposed to College of Arts and Science makes the student a higher candidate for that particular job. In conclusion, I do not think these decisions happen overnight, and believe that implementing all academic structural changes is too much too soon to be done by next fall. The merging of these 3 colleges is not ideal, and would change all of academia at A&M.

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I feel it's unfair to move majors out of the wonder college of architecture. We have worked hard to be here and should not be forced to move elsewhere.

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Not only would this change my whole career path, but also changes my whole degree. Over the past 5+ years I've been working towards this degree to become a geologist. I transferred to Tamu to get further knowledge of environmental impact. I am a senior expect to graduate in fall 2022 and I do not think it's fair to change the whole title of my degree that I already put 90+ credit hours toward. If this change happens I will gladly transfer back to U of H to obtain the degree title I think I deserve as well the degree title the jobs I've been contacting expect me to have. Other students I have conversed with also said they would be transferring out as well! We are all very disappointed and hurt. Sometimes money shouldn't be the motive but the value of the student body you are effecting, this broke the spirit of many geoscientist, and is definitely passive aggressive.

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Y'all should absolutely not move construction science to engineering. That is all

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The construction science department SHOULD NOT be moved to the college of engineering. Although we do have more engineering type courses than architecture, that doesn't mean we should switch colleges. As contractors, project managers, and superintendents we need a basic knowledge of engineering and nothing more. It is not our job and the college of architecture allows the construction science department to possibly expend into the different sectors of construction.

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I did not like the idea of realigning the different colleges on campus into 4 units!

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I am a current first-year medical student. I disagree with rationale number 7 under recommendation #7. Our faculty are already short-staffed. In addition to teaching, they support us outside of the class room by holding review sessions,

creating extra videos, helping us in anatomy lab, and a host of other things. Pulling them away from the medical school to teach at the main campus would take away from the medical school. The better idea would be to hire more faculty for the main campus in the department of biology or other life science department.

On behalf of myself and my fellow College of Geoscience Aggies, we VEHEMENTLY DISAGREE with the proposal to merge the colleges of Science, geoscience, and liberal arts. "An Aggie does not lie, cheat, or steal nor tolerate those who do". On my honor as an Aggie, I hereby state that everything that follows lives up to the highest standards that is the aggie code of honor. I will be giving my honest opinion in a professional manner without fear of retaliation for said opinion.

Reason 1: The loss of something unique and special Even within the name, 'college of Science and Arts', the college of geoscience has been erased. The collaboration among the geoscience majors and partnership with IODP is something unique at A&M and unmatched elsewhere. Myself and my fellow Aggies can attest a major consideration point for attending A&M was the small college feel with large college resources. We get the benefit of smaller lecture classes, an intimate classroom setting where every professor and undergraduate student is familiar with each other, and a space unlike any other college here at A&M. A&M stands out because the college of Geoscience is its own entity. In your report, you often allude to the university of Michigan and Florida, but you did not make note that the most highly rated and competitive geoscience program (the Texas University Jackson School of Geoscience) has its own college. I can attest that without the special designation for the college of geoscience, my fellow Aggies and myself would have chosen elsewhere. We are a family in the college of geoscience. That family started day 1, semester 1 when we were all introduced to each other in our 'dinner course'. It was an evening class where we were given a free meal and were taught how to be successful here. We were shown and introduced to people and resources that have continued to help me and my fellow Ags throughout the years. If you lump the colleges together, how many sections of that class do you think would be necessary to fit everyone? I know all my friends from that one class – the entire department of geology and geophysics. My friends in other colleges don't know the people they sit next to in lecture.

Reason 2: The other colleges don't want the merger either The college of liberal arts is just that: Liberal arts. They have no more use being in a college geared towards STEM than we do being in a college geared towards liberal arts. If the goal is to diversity our coursework, a helpful suggestion might be to improve upon the already existing infrastructure without such a drastic change. We're all required to take certain CD/ICD credits. Introduce more of those or strengthen that program, not subtract from ours. But also understand, liberal arts majors chose that pathway because they do not want to do STEM based coursework. It simply does not make sense to house psychology, geology, and chemistry under the same umbrella. Highschool is for figuring out which pathways you like and dislike. College is the time to hunker down in your major specific coursework and be a part of an environment catered best towards helping you learn that. Merging these three existing colleges into one lump sum would be nothing short of devastating for the students.

Reason 3: The reallocation of funds The college of geoscience provides funding in the form of research and scholarships that is unmatched by any other college. Myself and my fellow geoscience Aggies rely on that funding to be able to attend college. "The college of geoscience has the most funding per student at any college here at A&M. They also have the most opportunities for undergraduate research of any college."- this is what tour guides tell prospective students looking to apply here. Now imagine a merger with 2 much larger colleges and the fear of many students, me included, that we will lose financial aid, resources, and research funding.

Conclusion: I urge you to please reconsider merging the college of geoscience, science, and liberal arts. Please read through our grievances and consider how the students are impacted. A&M is built on family and I don't want to lose mine.

I am in the construction science major and I do not think it would be beneficial to us if the department moved to the engineering college. It does not align with our values and I think as a student I need to be surrounded by those in the design field to better understand how to realize those designs in the future.

Recommendation #9b: As someone who completed my undergraduate degree in a University Studies program, being able to be in the College of Architecture for my degree was extremely important to me. In my opinion, moving University Studies degrees to the College of Arts & Sciences would be a big mistake. Texas A&M offers many University Studies degrees in their designated colleges and I think that gives students in these programs a sense of place and sense of belonging. Especially at such a large institution. I know for the College of Architecture at least, many students in the USAR program chose the program either for the flexibility or because they wanted to be in programs within the college that only accepted a set number of students. I fall into both categories, so being able to stay in the College of Architecture was extremely important to me. And yes, I understand that moving these degree programs into a different college would not change the courses students would be taking, but for many reasons, it is important for these programs to stay in their respective colleges. I believe a better approach would be simply renaming the University

Studies degrees to something like "Independent Studies in College of \_\_\_\_\_." This would better describe the degree programs since independent studies is essentially what the university studies degrees are, and also allow the programs to stay in their respective colleges. A key aspect of the Texas A&M environment is the community and having a sense of belonging. This sense of community and belonging starts in the classroom. Before students ever set foot on this campus, they already belong to a College and are welcomed into that community. For those choosing the University Studies route for their degree, it is vital that they, too, feel welcomed by the college they choose to focus their studies in. Recommendation #9c: This recommendation is actually really great. I think refocusing the College of Architecture will allow for better education in this College and ideally attract more professors and therefore allowing for a more diverse selection of courses to choose from. Going back to recommendation 9b, this refocus in the College of Architecture would also be incredibly important to USAR students and further solidify the reasoning for keeping USAR within the College. I graduated with my undergraduate degree in USAR and am now a graduate student in Urban Planning. I believe if this refocus had been done during my time in undergrad, I would have had a better understanding of Urban Planning and probably would have discovered the Urban Planning programs, both undergraduate and graduate, offered by Texas A&M earlier than I did. Additionally, I think keeping Construction Science in the College of Architecture would be wiser than moving it to the College of Engineering. There are components of both engineering and architecture in Construction Science, however, I feel this degree is better suited for the College of Architecture.

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I think for Kinesiology - Dance Science, while more funding is definitely needed and the new building would be amazing so that we can have an actual stage, I do not believe the program should be moved to a fine arts BA program. If you asked anyone in the dance science program we would all say the same thing: Our professors have spent YEARS building up this program. What makes us unique compared to the hundreds of dance programs around the country is that we combine science and kinesiology with dance. We have people from all over the country who come specifically for this program because it is the only BS dance program in the country. I would be extremely disappointed if this major become a BA.

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As a student in the College of Geosciences, I feel as though combining it into the Liberal Arts and Sciences would leave the College of Geosciences overlooked for many reasons. The College of Geosciences provides excellent research and opportunities for all. The topics and majors offered through this college are specific and correlate with other colleges and programs more than with Liberal Arts. If there's a combination of colleges, I feel that Geosciences should be left as it is and just the Liberal Arts and Science should be combined. That is because as I stated earlier, I feel it would get left out. I know for a fact that myself and others in Geoscience would straight up transfer Universities if this occurs. That is because the value of our work we're dedicated to would be de-valued. From just reading the document, I already saw and felt the overlooking of Geosciences. The addition of Liberal Arts and Science makes more sense than adding Geosciences. I can see the correlations between the two more than I can with the three. Finally, I would suggest continuing to re-evaluate your options. Merging Geoscience would cause it to lose its value. I really hope you don't do this. Honestly, no longer being nice with my statements, it's stupid to do that to save money. I've heard that you don't even want to fund our field research. If this occurs, I will transfer to a university who respects my line of work and study.

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I honestly believe with all my heart and soul, all good things go through Texas A&M. Not to mention I am a first-generation Aggie, and the second member of my family to attend any institute of higher education. Being said, it is completely my own choice to attend this school. Therefore, the idea of academic realignment is completely absurd. It would be doing all current and future students a disservice and would be extremely disappointing by offering an educational upbringing that fails to align TAMU's Core values with the traditional values found in the written word. I totally think we are on the right track as a whole here, by asking ourselves as a University; in which ways could be better? Why make changes that are going to be timely, costly, and cumbersome on the student body? I personally would like to see changes regarding my specific department be geared towards GREEN BUILDING AND CONSTRUCTION SUSTAINABILITY MEANS AND METHODS. Not to pass judgment only but upon myself, based on what I have seen and heard it is vital this University safeguard those traditional values on which it was established.

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This seems like a terrible idea. It won't help anything at all and will just make our college seem mediocre, making everything fit under 4 files will make us look cheap

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The College of Geosciences has always been special because it's a close, tight-knit community. We are the college where students don't feel like a number, and the learning experience feels less business-like and more open to mentorship and collaboration. We are the college with all of the big-school resources with a small-school feel. The geosciences include subjects that range far and wide and use a variety of different skills. We don't fit neatly into any other group. Trying to merge our college with any other could prove incredibly detrimental to the value of my degree, student networking

across the geosciences (professor and student alike), and destroy our community.

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The "College of Arts and Sciences" was a stretch when I first started reading it. I could understand the gesture. Then I read that the plan is to add the "University Studies" and "University Libraries" into the mix and that completely lost me. My College of Science degree value is going to absolutely PLUMET. College of Geoscience majors pay WAY more tuition than Liberal Arts majors and science-focused majors in general have much more rigorous course work. I've discussed this with numerous peers and we all HATE this idea. We've termed it the "Junk drawer" of the university plan because that's exactly what it is. We have more classes with engineers, BIMS, health and biochemistry majors than anything else. We aren't in any way connected to the university libraries and we definitely shouldn't be included in general studies. We worked hard to keep our GPAs up to keep ourselves in the distinguished College of Science and we refuse to be placed in this junk drawer of a plan. Please consider our concerns, tuition payment, and rigorous coursework. Thank you for your time.

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The idea of the College of Arts and Sciences is cool and all. But, I do not agree with reassigning the University Studies degree (Recommendation #9a). Leaving the University Studies degree as is is better in my opinion because it helps the students to actually focus on being in a college/department that they want to major in. Being put under the College of Arts and Science may be too broad for students to focus on their major even though the University Studies degree allows the student to design their own degree plan. For example, I was in the University Studies Architecture program during my undergrad, being in the College of Architecture makes me feel connected to the architecture, design, and construction aspects of my degree and I really enjoyed that. It helps me focus on the fact that whatever I was studying is related to the college that I was in. If the University Studies degree is being moved all together to the College of Arts and Sciences, I don't think a lot of students would be interested in it because they think their program would only be related to arts and sciences rather than business or architecture like what the current degree offers. As for refocusing the College of Architecture on a core mission of Architecture and landscape architecture/urban planning (Recommendation #9c), REMOVING THE CONSTRUCTION SCIENCE DEPARTMENT IS A BIG NO. Removing the Viz department from the college is a no also. However, if creating a new School of Fine Arts for the department, I would support it. Back to the Department of Construction Science in which I am currently a Masters student in. I do not agree that there is a significant connection between my department and the department of mechanical engineering and engineering technology. Department of Civil Engineering... maybe yes. Moving the Department of Construction Science to the College of Engineering currently doesn't seem right to me. I would need a more detailed plan as to how this program would fit in with the College of Engineering without merging with the Civil Engineering Department. I believe that the Department is perfectly fine within the College of Architecture because architecture and construction relate to one another and being in the COA seem perfect enough for me. In addition to that, the Department of Construction Science is doing perfectly fine within the COA and does not need to be moved to the COE. Our department is big enough and is recognized as a top program within the construction industry, as is. No changes should be made in my opinion.

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My opinion on this subject is as follows. If we are going to be following a model that the "more elite" schools use, we must do the same whenever it comes to the Department of Economics, and what I call the UPENN model where the Department is bifurcated into the BA side which is in the new Arts & Science college and the BS (of which I am a member) is added to the business school as the BS is objectively more rigorous than the BA because it's an Arts degree. In addition I would argue that the same should happen for the Masters of Science in Economics as well (I am also a member of this degree track) and all this should happen and be set before the Spring Semester of 2023. If President Banks has any questions she is more than welcome to reach out to me to discuss this issue; my number and email are both on file.

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Howdy, I am a junior Construction Science major. After reading the extensive report, specifically the topic of the movement of Construction Science to the Engineering Department, I urge you to reconsider. The report denotes that Construction Science is vastly similar to Structural Engineering and Civil Engineering but I strongly disagree. The major difference between contractors and engineers is that we (as contractors) have nothing to do with design. We are specialists in understanding and transforming 2 or 3D documents into the real world through meticulous detail and integrity. If this switch to the Engineering Department is to happen, I would humbly recommend that the current Construction Science professors, remain to teach their perspective courses at Texas A&M University and the curriculum remain very similar. It is an honor getting to learn from these great men and women who have been in the industry for numerous years and understand the ins and outs very thoroughly. I am very proud knowing that I attend one of the greatest universities in the United States and in one of the only accredited construction programs in the states.

This will refer to the Department of Construction Science being moved to the College of Engineering. The Construction Science department was referred to as more similar to structural engineering than architecture. While I don't believe Construction Science is more related to the current College of Architecture, I do believe that we do not belong in the College of Engineering. Construction Science is greatly respected as well as an accredited degree program at Texas A&M University. We are taught to be the best contractors to come out of any university. Contractors are neither Engineers or Architects, simply because we are taught to design nothing. If the move is motivated simply by quotas that need to be filled I urge the administration to reconsider. At the very least, If the department is moved to Engineering, leave the professors as well as class content untouched. I have a deep appreciation for the department of Construction Science and the professors employed in it. It would be a mistake, to say the least, to dismantle everything Construction Science has become. Thank you for your time.

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I feel that the combination of the Arts and Science schools is very detrimental to the success of STEM degrees. With this combination, it would undermine the student's degree and most likely force them to take irrelevant classes for their degree. The two schools have nothing in common, and is just a back alley way for saving costs. In doing this, you'd be ruining the reputation of both by having split funding and a dean that doesn't understand the complexities the individual degrees. Overall, a bad idea.

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The recommendation to move the Visualization department into a College of Visual and Performing Arts is a great one and should be utilized.

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I personally find a lot, if not all of this report dreadful. I understand that the college is run as a business, however, it comes to a point where these changes no longer care for the students and are just based upon profits for the school. This will not only impact student life but also decrease student retention drastically. I also believe that it is not right to get rid of the Geosciences, and architecture schools and just put them in liberal arts or engineering. I understand visualization moving to liberal arts, and many students in the department, I'm sure, want this change to happen. I also strongly disagree with the implementation of this in the University Studies majors specifically, making their degrees a bachelor on liberal arts and not science, regardless of the curriculum they had to follow. A lot of these changes, especially in the department of architecture from what I have seen, are not in the benefit of the students or their best interest. This school should pride itself in the quality of the education they provide and the value of the degree in the world as an A&M Graduate. These changes would definitely decrease the latter for USAR and many other architecture students. Establishing a department of journalism, investing in a museum and cultural centers would all be good for the school and benefit it in the long run, in terms of both infrastructure and student satisfaction, and because of this profits for the school. However, when changes come to the actual programs then students (current and prospective) might want to reconsider coming to Texas A&M depending on their major. This school of visual and performing arts being established would also be a benefit for a lot of people within the department of visualization, theater, and music.

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I am a current Visualization student and I wholeheartedly support the idea of establishing a school of visual and performing arts and allowing Visualization to be its anchor. I believe this program has great potential to be something bigger, as the blend of arts and technology is quite unique to A&M, as well as its strong connections to the game and animation industry, which are factors that attracted me to coming to A&M. A limited number of faculty leads to very crowded classes, which I have experienced in some of my studios, which should be smaller due to the classroom size. It would also benefit many of us if there were more different viz classes offered because there were classes I have seen on older documents that I was interested in taking, but unfortunately no longer exist due to lack of instructors. It would also be nice to increase how many students they take in the major as I know it is a very selective process if a student does not qualify for the top 10% automatic admission. However, if this school does not go through, I would still suggest greater funding for the Viz program. I have heard many people being interested in the art and game design minor, but are not currently able to do so due to lack of funding. Students want to be interested in the arts but as of right now only Visualization students can fully experience what these classes have to offer.

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The Department of Construction Science has thrived under the umbrella of the College of Architecture. Since 1946, the department has risen to become one of, if not the, top programs in the nation. The faculty currently employed by the department are without a doubt some of the top construction minds the industry has seen. By forcing the Department of Construction Science into the College of Engineering, a disservice is not only being done to Construction Science, but to the construction industry itself. Engineers do not understand construction contractors; the College of Engineering will try apply curriculum to Construction Science (or whatever it may be called) that will directly lead to the death of Construction Science at Texas A&M. The Construction Industry Advisory Council (CIAC) will pull all scholarship contributions from Texas A&M, leaving the majority of Construction Science students without financial aid to support

them in their journey to becoming professional contractors of integrity. The construction industry is one of the largest industries in the world, and produces more than 5% of our nation's Gross Domestic Product. Construction affects all of us, whether we like it or not. By allowing the university to go through with its plan of integrating Construction Science into Engineering, the university is removing any chance of Aggies using our incredible leadership to continue leading construction in the right direction. If something is not broke, don't fix it. If something is growing and thriving, support it.

From what I read the main reason to combine the colleges was to say that A&M focus on these 4 fields. "Arts and Sciences, Engineering, AgriLife, and Texas A&M Health" this looks amazing on paper but really doesn't change anything here on campus. all this does is discount an already discounted student body even more from the people who design our curriculum. one in my view is very messed up. I think 90% of students couldn't get to their colleges home page from howdy. when you type "college of architecture" into the howdy search bar the first thing it comes up with is how to buy the 500\$ + sport pass. for once please stop trying to make new problems and fix the ones you have first. the whole howdy page is bad. It is filled with problems and links that do not work and that lead you to the same page. use the money we pay you to make the students have a voice. there is a reason why college students have the highest rates of depression that are actually much higher than anyone who is not a student would know. I did not come here to A&M because they changed names and did not care about how each and every college is uniquely great at A&M. Each of those administrative teams for those colleges represent completely different things. these people need more help not less. what you are saying is that cost saving is more important than students being connected with the people who are controlling their study's.

Construction Science should stay under Architecture.

As a construction science major who is about to complete his Bachelor's degree, I am a little concerned with the moving of COSC to the College of Engineering (COE). I think Texas A&M has the best program currently for the Construction Science degree. I would be supportive of the change to the College of Engineering if and only if there are minimal changes to the current degree plan. I am almost graduating in this program and have worked on internships and feel that the current programs give much that will be asked once I have graduated. The current professors are hard but give you everything you need to be successful in their classes. What they have taught me in class has provided me the ability to go in day 1 on an internship and be a contributing part of the team. The only thing I would add is possibly a Project Manager class that is more focused for on the job site possibly like another required on the job site Project Manager internship. A student can learn so much from experiences they will have while on the actual job site.

I disagree that The College of Liberal Arts should be combined into a larger college when it's already pretty large as is. The students of this college have a lot of pride in being COLA students and changing that to add in two other colleges that don't have much to do with liberal arts will diminish the feeling of belonging and home to the students currently in COLA.

I do not like it.

I find it odd that there's such a push to merge arts and science together. Granted, I have no research or backing in this, but just because other universities do this doesn't mean we should, there should be more benefit than cutting back cost by reducing advising offices. Science and Geoscience very niche and fit nicely together, maybe with the inclusion of Computer Science, but lumping in Liberal Arts seems a bit too out of left field to justify without more reasoning explanation given. No matter popular opinion, please do not combine Computer Science and Visualization together. I've heard this opinion spread among people in the Undergraduate VIST classes that think this would be beneficial, but none of these people are in the computer science minor and detest every minute in our own department's coding classes (granted, ours aren't good) and don't understand what a merger would fully entail. On the other hand, I fully agree that Visualization should be removed from the College of Architecture, and I understand how combining it with other visual and performing art departments sounds reasonable, however I hope any budgeting and allocation between the departments will be fair and beneficial for all involved.

I believe that the COSC program should remain in the College of Architecture as we more closely align with the architects than we do with engineers. Our main point of contact in the construction industry is with architects. Our program is also highly distinguished and is recognized as the best program in the country. I do not think changing the structure of the program will have a positive effect on the program overall.

I am a 5th year construction science student, and I have thoroughly enjoyed my time in this program. While there is rationale for the university as a whole to merge construction science and other related departments, I do not agree with

this decision. It seems as though this is a "bigger is better" decision over a quality related decision. Just because numbers and funding increase does not mean that merging colleges is necessarily the best decision. My favorite and most valuable classes I have taken throughout my time as a construction science student were taught by Aggies. Aggies who were a part of this program as it has been for the last few decades and who came back to improve the future quality of work and life that the current students are working hard to earn. With this being said, the Construction science program here is one of the best in the nation- because it is the way it is. Why change something that is already seen as great on a national scale? Texas A&M University is one of the best colleges in the world, and it is thanks to Aggies for that. Construction science has provided an extremely applicable experience for me going into the construction industry and I would hardly change a thing about the program. I think leaving it as is and allowing the program to thrive is the best possible decision here. Hopefully this note is read and considered, I appreciate the opportunity to provide my opinion. Gig 'Em!

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I believe that the construction science department should stay within the college of architecture. Not only does it make more sense, it also allows us valuable time to mix and collaborate with other students in the architecture program to better understand their thought process when solving problems. As a construction science student I know that I will be working with architects in the future and I believe that it is enormously more beneficial to construction students to be surrounded by them during our education. Furthermore I have spoken with multiple legacies and professors who all disagree with the idea of realigning the program.

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I think it's pointless and will deter people from this major. This degree plan is set to lead students into the project management sector and not designed to be a design degree but a management role. I think this change would be a major disservice to the degree and the future students who would like to pursue it.

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The Department of Construction Science is a department that is full of some of the most amazing staff and faculty this university offers. This degree plan is also aligned to architectural needs which has been extremely helpful and informative towards my construction studies. I feel as if my education thus far has been greatly impacted by my architecture studies on top of my education in construction science.

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Don't combine college of science with the College of Liberal arts because these two colleges are very different and by combining them, it will hinder both colleges.

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I do not wish for the University Studies Architecture (USAR) students to be moved to the college of Arts and Science. Being immersed in the community at the College of Architecture is vital for these students, including myself, to be able to easily take classes dealing with what the major focuses on (Architecture, Global Arts, Planning, and Construction). The major even requires you to have one minor under the college of architecture, would this change? I don't understand how students will be able to be fully immersed in the culture of what they are studying if they are not even within the same college. I have fallen in love with my college (COA), and to be displaced in the middle of my college career, after already dealing with changing my major/college, would be devastating. I am a newly appointed COA Student Ambassador, would I lose this title? I am also worried without being under the college of Architecture, my major will be seen as less than or not as related to Architecture, which is unfair, especially for students already in the major. I struggled a lot my freshman year at A&M because I didn't enjoy my major, or the culture of my previous college. When switching my major I had a low GPA and wasn't able to be excepted into a major like ENDS, nor did I want to have to start over (ENDS classes being strict on the order you take them in would've required this). Furthermore, I still wanted to study Architecture, and the USAR major made that possible, but I feel that it being in a whole new college will make it much harder to feel welcome in architecture classes. Thank you for your time and consideration to read through this.

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I have no problem with the COSC move to the college of engineering.

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This is terrible. The roll out of the changes to the Education college have been horrific for undergrads. Imagining an even larger change seems like it exists to gut funding and harm students in both the liberal arts and science colleges. Proposed changes like shared advising ignores struggles like the existing advisor shortage and long wait times. The department of journalism has previously failed here at A&M, and I am not sure that it will succeed if tried again given the current atmosphere of the university. Similarly, opening up visual arts while good conflicts with developed programs at other universities that do not share A&Ms biases.

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I think moving Construction Science to the COE is entirely appropriate. I feel as if there are more similarities to engineering than there are to architecture in many cases.

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The one big thing for me is the implementation of music into Viz. I am a huge fan of music and using that as my favorite art form. I feel like Visualization can branch out and include more things such as performance arts and music production



or composition for video games and animations!

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n/a

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I am currently a Senior in the Construction Science program. I think that it would be a mistake to move the Construction Science program out of the College of Architecture. From my experience, it is most important for the Constructors to work alongside the Architect more so than the engineers. Base on the way most contracts are set us the constructor works with the Architect who coordinates with the engineers. Not the other way around. keeping in the COA and increasing the involvement between majors would be more beneficial for all than moving COSC into COE. The reason that I chose to come to TAMU was that the COSC program was not an engineering program. Like the school down the road TU where their construction program in Construction Engineering.

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I don't think moving all the proposed majors out of the college of architecture is particularly a great idea. It would effectively destroy the culture and tradition surrounding the department which is part of the reason I love the COA as much as I do. Changing it seems like a great idea in theory but it just wouldn't work out in practice. As a user student focusing on architecture with a minor in Urban planning, it would be counterintuitive to take not be in the college of architecture.

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I am a Construction Science major under the college of Architecture. I disagree completely with the realignment proposal of moving COSC to the college of Engineering. We are not engineers and do not want to be labeled as such. We are construction science majors and fall under our own category entirely. We are succeeding in abundance where we are at and I see no reason to move our major into a new college. I can see why the engineering college would like to have our major under it's umbrella, since we are the best at what we do, but we as COSC students do not want this change.

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The creation and opening of a TAMU performing arts school would be huge to the growth of the university. When I was a prospective student, I had goals of pursuing theatre as a major in college. My dream was to be an Aggie, but A&M never aligned with my goal of pursuing theater, causing me to almost always say "I would love to go to A&M, but they are lacking in fine arts education." Another thing to note is that the state of Texas does not offer many prestigious performance education programs. Many students pursuing these have to go out of state, with their only other options being Texas State. With A&M's incredible staff, traditions, academics, etc., the addition of a Performing Arts School would make it incredibly competitive for programs in the state of Texas. Investing in the arts would have made my decision to come to A&M that much easier, and I know that it would be the same for many students.

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I think the COSC department should be moved to Engineering

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In regards to the academic realignment of the Dance Science program, I have a few opinions to voice. Firstly, and most importantly, the Dance Science program should NOT be relocated to a new college department. Being housed underneath the CEHD has been incredibly fruitful for the nature of our program. While we are a study focused around the performing art of dance, our curriculum extends way beyond just dance training. Our coursework, which is relatively equivalent to the studies of a typical Kinesiology major, has prepared us all for the professions we are seeking. Ask any dance science student and they will either be pursuing a DPT, OT, MD, or teaching career. Being housed under a visual and performing arts degree would severely limit our abilities to take the required prerequisites for any graduate program and would limit our knowledge. During my time as a dance science student, I have been exposed to higher knowledge about the anatomy of the body, how to properly asses body alignment, how to enhance one's muscular and physical fitness, and so much more. In comparison to other kinesiology majors, the knowledge I acquired early on often surpassed what they are just now learning as seniors. I was drawn to the dance science program specifically because it was a Bachelors of Science. If I had desired to pursue professional dance, I would have attended another university. Being aligned in the CEHD has provided an abundance of opportunities such as my recent completion undergraduate research and thesis. Having the readily available opportunity to conduct our own research opened the door to being a published author in journals and presenting at two international research conferences over the past year. I would strongly encourage the university and it's faculty to take into considerations the great affects it would have on its dance science students, both current and prospective. Additionally, the entire dance science faculty would not only have to completely purge the curriculum to fit the scope of visual and performing arts, but they would be losing the program they went great lengths to build. The TAMU Dance Science program is amongst the first in the nation, with many universities following in our footsteps. Realigning our degree to a B.FA would cause a retroversion in our efforts to bring our art into the science field. As a graduating senior and have gone through a majority of the degree, I would be highly

disappointed if our degree was realigned under another college. I have seen the greatness of what this program can do for its students. Dance Science students have the chance to make a real impact on the world and remaining in the CEHD is vital to that success.

Moving the Construction Science Department to the College of Engineering will not only ruin the culture of the department but will also negatively change the structure of the program, faculty, staff, and students. Being a department that heavily relies upon industry leaders, funding may be heavily reduced once under the umbrella of COE and students will not be getting the correct education to be successful in our industry. Most of our learning comes from industry leaders themselves, who would no longer be eligible to instruct under the COE. The professors that would take their place would most likely have little, if no, field experience. If COSC students wanted to be engineers, they would apply to be in civil, architectural, or mechanical engineering. In our career, we will work with engineers just as much as architects, but our career path aligns more with architects as we need to read and understand plans, provide ideas for constructability, and much more. I know many students, including myself, have asked for more architecture classes be integrated into our program. We are not attending university to become engineers and while the course load is not yet identified, having COSC students go through the freshman year engineering courses will be a waste of their time and money. It would not be in the best interest of students' futures to move the department to COE.

As a visualization student, I urge the university to follow the recommendations for moving Viz out of architecture and into a new college of arts. Viz suffers from a lack of space and money for class resources. The art minor is currently not even available to us due to budget cuts, and the video game design minor always lacks space for students in classes. We need a new college that will encourage the viz program along with related majors and minors to thrive, because currently our program is getting shoved to the bottom of the college of architecture.

Texas A&M already has an obvious emphasis and preference towards their engineering, science, and agricultural schools. Creating a new College of Arts and Sciences through merging the colleges of Liberal Arts, Science, and Geosciences makes sense in theory. This would provide Texas A&M seem comparable to other large peer universities, providing it with a larger undergraduate curricula and a streamlined school structure, however this would negatively impact the individual needs of students. This merger would have a negative impact on student advising, as I and my peers feel more comfortable reaching out to advisors within my own college that know my curriculum needs. The combination of the College of Geosciences and the College of Science, keeping Liberal Arts as its own entity. Furthermore, the merging of University Libraries into this new College of Arts and Sciences does not make sense. This should be kept as its own entity as well, and not merely combined into another category for the sake of ease.

In regards to changing the Kinesiology Dance Science degree plan, I definitely would not have come to Texas A&M if this program was any different. Getting a bachelors of science degree is allowing me to be able to apply to PT school, while dancing through college. It is the perfect plan for me, and many of my peers. Please do not change this, I can guarantee many of my peers in my Dance Science program came to Texas A&M mainly for the program.

The TAMU Dance Program has worked so hard to become integrated with kinesiology and push the practices of dance science to overall better the dance world! The connection between dance and kinesiology needs to stay strong. Although, a performing arts space to better dance would be a huge benefit, having our own space for performing and showcasing is desired. Except, dance needs to be it's own college, not combined with theatre and drama. It holds its own, and should not be pushed into a college with others who don't understand.

I am a Geophysics major in the College of Geosciences. In my free time, I work hard to develop my artistic skills, and have developed a strong realist style to channel my active imagination. I certainly sound like a poster boy for the College of Arts & Sciences, huh? WRONG. The reason I do art is because ART IS NOTHING LIKE SCIENCE. I do art because it enables the geophysical side of my brain to recover, while stimulating the other half. Everyone I have talked to about this merger- even Liberal Arts, which stands to benefit- HATES the idea of violently jamming our colleges together. ~~FURTHERMORE~~ Nobody wants to go to a College of Arts and Sciences. I've been looking for graduate programs this semester, and let me tell you, if I see that a program is hosted by a College of Arts and Sciences, I promptly ignore it. That title tells me that the degree is one of a million, that the university cannot give it the same attention which it would afford to a similar program from a College of Geosciences or a School of Earth and Space Exploration. When I hear School of Earth and Space Exploration, or College of Geosciences, or whatever, I can visualize in my mind a building stuffed to the brim with brilliant professors and inviting labs, guiding me to a bright future. College of Arts & Sciences? I see the entire degree living and breathing in a single whitewashed classroom in some forgotten corner of the campus. You might as well call it the College of Not Engineering for all the good it'll do you. The small scale of the colleges at threat here is what makes them special. In the College of Geosciences, I have the ability to get to know the students and

professors in a uniquely intimate experience that helps me escape getting washed away in the vast crowds which populate the campus. That community has kept me sane for the past two years. A lot of that community is threatening to leave if you conduct this merger, and according to rumor, many of the faculty who we've gotten to know and love will be fired as well. I would also like to address a rumor that the Eller O&M Building would face demolition as a result of this merger. DO NOT DO THIS. The O&M Building is the home of most of the College of Geosciences, and this only goes to show how little the university truly cares about our program, or keeping around any of the brilliant minds within it. Furthermore, as the tallest building on campus, and one of the first things anyone sees upon arrival, O&M enjoys a unique status as an icon of campus, present in every skyline I've ever seen. Its observation deck affords us breathtaking views which cannot be found anywhere else on campus. Go take a look for yourselves! There's something transcendent about being able to look to boundless horizons while eagles soar at eye level. Plus, the tower affords a perch for the finest weather radar in Brazos County. Now, as far as the arts program goes... I am not opposed to Texas A&M creating a music degree. HOWEVER. It is very important that we respect the established music program. The Texas A&M band program is admired nationwide for its unique offering of music programs for non-majors. Just ask our new teacher Dr. Sample! He came from University of Minnesota, and will be the first to tell you that our band program is a league above any other non-major program in the entire nation. Why do I bring this up? The introduction of a conservatory-style program, and the limited space in our brand-new music facility, leads me to fear that the music program would suddenly become much more competitive and much more exclusive. Non-majors such as myself would be quickly flushed out of our very own program. WE NEED MUSIC. Most of my semesters at Texas A&M, band has been my ONE "brain break" class- one of two regularly-scheduled opportunities to recover from the usual rigor of school, the other being church. I love playing the bassoon and have been endlessly fortunate that the university gives me the opportunity to continue my passion for music while working on building my future in geosciences. The University Bands will be performing in Rudder Theatre on December 5, at 5:00 PM. Please attend... you will start to understand why this program matters so much to us. Listen to Director Tipton wax poetic about his beloved students, all of who choose to be there every single day. Listen to the Symphonic Winds put on a performance that could stir anyone to tears. Please, just... listen. To all of us. Geoscience, Liberal Arts, music... our stories matter. Don't destroy the programs which make this university.

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Keep major specific advisors. They are experts at what they do.

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As a student in the College of Liberal Arts, many of these recommendations are especially pertinent to me. While I am uncertain about creating a large combined college of art and science (I can see how difficult that would be to actually do and worry if it would be TOO large and broadly focused), I can certainly recognize the value of advocating for more of a STEAM approach. Science and art have traditionally been kept a part as two separate disciplines, when in truth, they intertwine and influence one another so much. I love the example given from Purdue University where "theater students take classes in design and stagecraft to learn construction trades, and students in Fine Arts learn to use design technologies and studio tools." Every art has a science, and every science has an art! Students need both for a well-rounded education. Texas A&M could be a real leader in upper education in Texas by incorporating the two together. I feel very strongly about Texas A&M opening up more opportunities to study the arts on campus, particularly the fine arts. I am a member of the MSC Visual Arts Committee on campus, and at our gallery reception a few weeks ago, [REDACTED] spoke about how A&M students have limited opportunities to learn about the arts. He said the one negative thing he consistently hears people in the professional world say about Aggie graduates whom they work with is that they have little knowledge and experience with the visual arts and the culture that surrounds them. He said he has hoped for a long time that A&M will one day have a College of Fine Arts, and when I shook his hand at the end of the reception, I told him that I hope that too! Because we don't have a fine arts department, Aggie students have had to take the initiative of bringing art on campus, such as with the creation of the MSC art galleries. I became involved with VAC because I want to further my learning of the visual arts and collaborate with others who understand their importance. I would love to be able to pursue a minor in art and utilize it in my future career. The art minor is currently closed to accepting more students, but when it opens, I intend to take advantage of it! I assure you that there are many other Aggies like myself and [REDACTED] who would be elated for there to finally be a Fine Arts college at Texas A&M University - not to mention all the potential students who will be even more drawn to A&M if they could actually pursue a degree in the fine arts here. A&M is already known for being one of the best universities in many ways, but so far it is failing at providing its students with the education in the fine arts that they need to thrive as human beings in our multi-cultural society today. As a student and as an Aggie, I wholeheartedly support these recommendations. I also appreciate the value of creating more musical education

opportunities and a separate Department of Journalism. I was involved in both band and UIL Journalism in high school, and both were wonderful learning experiences for me. Students who want to further their learning in these areas and / or pursue a career in them should have a better opportunity to do so.

I think that moving the Department of Construction Science to the College of Engineering will be detrimental to the program. Our construction program is globally recognized and accredited through architecture. Removing that will lump Construction Science into the category of another failing program. The reason that the program is so successful is because the faculty genuinely cares for their students and not their personal gain. They may not be the perfect people in the eyes of the university because they don't do research or hold graduate degrees but they get the job done and they get most every student hired who attends the program. The statement made about construction and engineering being hand in hand couldn't be any further from the truth. Constructors construct. Engineers design and calculate. Yes they are grouped in the same umbrella of work, but the activities performed daily couldn't be more different. Part of the differentiation between the two stems from hands on experience. There is an experience gap that engineers will never be able to see. I will be writing a formal letter and submitting it to Dr. Banks.

Construction Science is a unique field that does not belong in the College of Engineering. Construction needs all the business classes as most of us will go onto to control construction project finances. Also, most of the structure classes we have now are way too advanced for even the jobs we enter. Engineering classes will provide absolutely no benefit to Construction students entering the general contracting world. The college of engineering and what Construction Science teaches are two separate things that should not be included together. Engineers job and construction do not mix even on a jobsite as engineers don't build actual buildings, construction guys are the ones on the job building buildings.

Advisors must stay major specific. There are too many majors for non-specific advisors to be well versed in their students' needs. Students in different majors not only take different classes, but also have different career paths, internship opportunities, and require different advice. Further, to combine colleges into one college of liberal arts and sciences is ill-advised. These areas of study are far too different to be lumped together. The liberal arts at this school are poorly funded as is, if we are to share funding with the sciences, we will disappear.

I think merging all of these colleges into one will dilute who they are in essence. I am proud to be in the College of Geosciences. It lets people know what type of major I have and sets me apart as a STEM major which is a nice reward after switching majors from History. If it becomes the College of Arts and Science I lose that recognizability. I also have questions regarding a possible degree plan change. I chose my specific major for the classes that come with them. I did this meticulously and I do not want to have any classes changed.

I am not in favor of the merger of the College of Liberal Arts, Science, and Geosciences, and the University Libraries, with the new organization renamed Arts and Sciences. This would combine too many important and incredible different degrees into one program. I do not think this is fair to the students within the College of Liberal Arts or the faculty members that directly serve us. As a liberal arts student, I believe that this field is just as important as others and should therefore retain its own unique college.

It shouldn't matter that geosciences, sciences, and liberal arts are small colleges. Having them separate allows for closer relationships between students and faculty members which leads to better academic performance (in my experience). Other universities can combine them into one college but it is unnecessary.

Do not combine Liberal Arts, the College of Science, and the College of Geosciences into one department. I just think about all of the student organizations that fall under those existing colleges, and how this realignment would change their structure or could even dissolve them. In creating student organizations based on college, how would this realignment change that? If these colleges all merge into one department, would that dissolve organizations like Liberal Arts Student Council, Geosciences' Council, and other clubs that students gravitate to because of their majors. I just don't think this realignment would be helpful in considering existing organizations that current students devote a lot of time to. If this is going to be done I just feel like students involved in these college-specific organizations should not be overlooked.

I'm a little iffy on the "combine the college of sciences and liberal arts" method as I'm worried that 1) Funding for my labs will be reallocated or reduced and 2) I'll be paired with advisors who aren't really familiar with my major/pathway. As long as each major gets advisors specialized in that major, I'll be on board with this plan! I'll be even more on board if we get a centralized "science and liberal arts" building like the college of Engineering has! I do question whether combining colleges will make the competition/seating per major harder to get? I heard ETAM(engineering) was super hard to get into (for a preferred major) simply because there were a lot of options demanding a lot of requirements. I'm

looking forward to whatever changes y'all make!

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I think the total reshaping of the college of architecture especially with possible movement of construction science to the school of engineering is a poor thought out possibility. Understanding what Construction Science is as a whole is much greater than just switching it to an engineering based degree. Construction Science at Texas A&M has become so prestigious on the nationally ranked level for many reasons majority which are from being based in the school of Architecture allowing for students of similarly based majors to coexist in which mimics the real world in which these students of these degrees would be working side by side in the future allows for a great flow of future connections and grasping a greater understanding of the array of career options involving architecture .

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As a student who has been in both the college of engineering and the college of architecture in the department of construction science, I am against cosc being moved into the college of engineering.

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If y'all do this I'm transferring. A stem degree is no where near a liberal arts degree. The work load is completely different. It's disrespectful to science students.

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As a former engineering student and current construction science major, I find the realignment of the Construction Science department with the College of Engineering to be the worst thing that could be done to the College of Architecture and to the integrity of the Construction Science degree. Having students be subject to the ETAM process for construction science is by no means applicable to the construction industry nor does it truly identify potential members of the department properly. Construction is NOT engineering and is by far the most closely related degree to architecture outside of any ARCH courses. Not only would the department be subject to the same disconnect that many (research) professors have with students within the college of engineering, but also the department could end up being flooded with faculty and staff that have less experience in the construction industry than it does currently. In summary: "if it ain't broke, why fix it". The Department of Construction Science has long been one of the most respected departments at Texas A&M and is considered the top producer of construction science majors in the country. The current structure and make-up of this degree plan is by no means in need of such destructive change, regardless of what a respected consulting company may say. Personally, I believe such a change would cause more harm than good.

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Keep the kinesiology aspect of the dance program. It makes the dance department unique to the other degree programs out there. It makes sense to move HLKN to public health. Making an arts & sciences college makes ZERO sense. Geoscience and arts don't belong together. Geosciences might make sense to be with construction science or agriculture. If you want to emphasize arts, make a performing arts center and create degree plans that include science classes. Most of all, keep the degree plans and programs unique.

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I believe moving the Political Science department under the Bush School of government (as well as the other recommendations regarding the Liberal Arts merger and Bush School merger) would be a great change.

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Texas A&M's dance science program is the best in the nation and not to mention it's the only dance science program in Texas. This is just one of the many qualities of A&M that draws students from all over. Merging the dance science program with performance arts would diminish the voice of the dance science program and take away from the "science" aspect of the program. If the merge does happen, the best option to prevent this would be to have the dance science program its own program within the performing arts. This lets everyone have a voice and doesn't hinder any current performing arts program's voices.

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I do not agree with the combination of the College of Liberal Arts with the College of Sciences. It does not do justice to the degrees that are earned within the College of Sciences. College of Sciences should remain a separate college. I think adding a performing arts department and journalism is good. It makes sense to move Visualization to College of performing arts, but Construction science should not be moved to college of engineering. They are too different. Construction science is not an engineering degree.

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Geoscience and Liberal Arts don't seem to be that closely related, so I question why they would lump them together into 1 college.

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There is no reason for the merger of the College of Liberal Arts and the College of Sciences. Both Colleges have completely different aims for their student body. The College of Liberal Arts' education is based in the humanities. Its goal is to instill cultural sensitivity, a commitment to diversity, and critical thinking. A Liberal Arts degree is focused on understanding the human condition through social sciences and humanities. The College of Sciences does not fit in this landscape. It is not focused on the human condition. The College of Sciences seeks to understand the laws of the universe.

I support the decision to create Visual and Performing Arts School, as well as the relocation of Economics to the Bush School.

The reason why I chose to come to A&M in the first place was because of how unique the College of Geosciences is. We have become such a close knit college which makes me feel at home at A&M. Another reason I am so against the merging of these Colleges is because it is taking away from each specific college. It diminishes the quality of work on our transcripts because none of us are studying ARTS AND SCIENCES. Just arts OR sciences. The students are studying completely different things. I chose my major and college for a reason because I have a passion for the sciences. I know I do not want to be involved in the liberal arts because I never had a desire to take those specific courses. Now it seems like you are forcing it down our throats. I am genuinely sad and disappointed at our school. You are taking so many colleges away where students can feel special. The sciences and arts should stay separate period. They are too different to combine.

In general, I think the proposed merger of the College of Liberal Arts and the College of Science into a College of Arts and Sciences is a decent idea. I think that the larger size and large access to resources would positively improve both colleges. However, if this is done then it cannot be as poorly handled as 25x25 has been. Because of 25x25, we have far too many students and far too few professors and resources for them. In addition, 25x25 makes us look like a degree factory which decreases the value of all degrees at Texas A&M. For a College of Arts and Sciences to boost the overall value of Arts at A&M to a point where it could one day rival UT, we cannot look like a degree factory - we need this College especially to have a reputation of being challenging of traditional norms and progressive. It would need to have amazing resources, far better than what a lot of our colleges have. Which is why it concerns me that one of the rationales for this new College of Arts and Sciences is a "significant cost savings." While I recognize that there are many issues with the structure of TAMU that has led to a funding issue, the creation of a College of Arts and Sciences should not mean a reduction in budget or wages for professors. It should not mean less overall resources for both colleges - if anything, it would need more while it is being set-up. As a side note, I would like to see more data on just how a College of Arts and Sciences would be an improvement for students and professors than this report gives. I think the School of Visual and Performing Arts is an excellent idea. I think it would especially work with the Department of Visualization as its current location in Architecture is confusing. However, I cannot stress enough that the resources (especially technology) for all of these programs need massive improvement. Likewise, I would love the reestablishment of the Department of Journalism. I think it would be great if, in addition to The Battalion and KAMU, this department would also work with students orgs like KANM, SWAMP, and The Mugdown. One thing that confused me is the lack of any plans for Mays Business School. Why is this? Is there not any way to integrate it more to the campus community?

As a student in the College of Liberal Arts, I feel like moving and creating a school of Arts and Sciences would impact the spirit of liberal arts and what it embodies. I would be fearful that if the College of Liberal Arts were to be moved into the College of Arts and Sciences that we would lose the same amount of focus and attention that we currently have.

The combination of various colleges into one centralized Liberal Arts and Sciences college seems reasonable. However, I am concerned about the absorption of certain smaller departments. As long as smaller departments are kept and all degree programs are still offered under this consolidated college, I support this action.

I think it would be a mistake to combine the college of geosciences, the college of sciences, and the college of liberal arts. The current size of each of the colleges allows students to become more involved in each college and meet other students who share similar beliefs and passions. Also, the college of liberal arts doesn't match with the other two colleges on curriculum.

What interested me the most about TAMU geosciences is the small feel and closeness felt throughout the entire department. It is a very small college so we are able to have extremely good relationships with our professors, advisors, and peers that cannot be matched anywhere else at TAMU. After being committed through athletics, I was torn between what to major in. I met with advisors in Animal science, engineering, and geology. Within the first few minutes of talking with Mrs. Rosser, I knew that geosciences was where I needed to be. I did not want to be in a large college that I had been warned about. If TAMU geosciences was not as close-knit as it is, I most likely would not have come to A&M, even with my athletic scholarship. Speaking with my classmates, their biggest reason for choosing TAMU geosciences was the small size of the college. With combining geosciences with science and liberal arts, that feel the charm of TAMU geosciences would completely be killed and I truly believe that less students would come into geosciences.

The decision to combine the Colleges of Geoscience, Liberal arts and Science into one Unified college I would argue is

unwise. It would serve only as a means to elevate the importance of the Liberal Arts College while diminishing the value of the other colleges. Graduating with a GIS degree from the College of Arts and Science is a lot less appealing than a degree from the College of Geoscience. Additionally I find it likely that one fund for the three colleges will result in fewer classes for all the colleges, meaning it will be more difficult to get and take specified classes. I would argue that one of the strengths of A&M can be linked to the separation and specificity of the various Colleges that the University offers.

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I don't like the idea of the new arts and sciences department. Liberal arts and sciences are extremely different and I am afraid that consolidating will also consolidate the resources for each respective group. I do like the implementation of a journalism degree, as well as the implementation of Political science into the Bush School. However, I will say that as a double major in political science and sociology, I would not have been able to pursue this double major if this was the case when I came to A&M.

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I fully support and agree with the academic realignment portion of the report. As an undergraduate Political Science student, transferring the POLS Department to the Bush School seems to be common sense. Most of my Political Science classes are already located there. Part of the appeal in attending Texas A&M was the close connection to the Bush School, and further deepening that tie would serve as a great recruiting mechanism for undergraduate students.

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I am in support of finding more connections between arts and sciences, which can be developed through a combined college. As someone majoring in arts and minoring in sciences, I'd feel like I'd belong somewhere rather than being torn between two colleges. Additionally, I am thrilled that there may be a department for journalism. Most colleges have majors dedicated to journalism, but here it is labeled as a university studies major. Journalism is an integral part of society and needs a department to be more reflective of this. Creating this department could boost student numbers in this field as a result. However, the idea of "building your own major" is excellent as students may enjoy multiple areas of study and also goes to show how well-rounded A&M students can be.

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Having a larger undergraduate curricula is not always a good thing. One of the reasons I love TAMU's sociology program is the closeness and availability of advisors.

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Agree with merging of colleges and creating a College of Arts and Sciences and also the Bush and POLS merging.

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I would propose that during the merger that creates the College of Arts and Sciences, the BS of Economics degree should be transferred to the Mays School of Business, as it is more quantitative and business oriented than its BA alternative. A few prominent schools have made this transition already, including the world renowned Wharton School of Business, where a BS in Economics is available. I think this transition would more accurately represent the education as well as the career paths that those who enroll in BS of Economics hope to pursue. As a BS of Economics major, many of my peers, including myself, feel that this major would be more respected and sought after as a business degree rather than a liberal arts degree. Thank you for your time.

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You are devaluing my degree by putting me with liberal arts

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I respectfully think that there shouldn't be a merger of departments or libraries.

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Make Economics go from College of Liberal Arts to May's Business School. Makes more sense.

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As a liberal arts student in the performance studies major, it is paramount to offer the majors listed to implement. Students in this department are always considering transferring to different universities to study the arts and the number of majors is under 50 in total. We as a community feel neglected by TAMU because though this school is STEM focused, the major here is offered and should be accommodated in the same ways STEM majors are accommodated. We also feel that the school needs to build their arts programs to keep students who want to study arts, enrolled at TAMU.

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All of the proposed academic realignment changes make a lot of sense, and would help A&M appeal to a broader range of students. Additionally, by creating a new School of Visual and Performing Arts, more majors could be created, and the majors that currently exist that would be transferred to the new school will have an improved experience and better education, since degree plans are more streamlined.

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I am a political science major and the academic realignment plan removes a lot of the mystification surrounded by university studies programs and would make everything much more streamlined. I wanted to double major in political science and journalism but when I tried earlier this month I was denied because technically journalism isn't a major just a university studies program which doesn't really make sense. The creation of a journalism department and the combination of the bush school and political science with Econ and international studies possibly following suit should be something that is done as it will give undergraduates better exposure to graduate school and research. The current

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political science program isn't properly run with confusion between advisors about degree requirements and a lack of program leadership which should also be addressed. In conclusion, the suggestions made are sound and I agree with them but I think we should go a step further and ensure majors have a clear leader and requirements.

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In Academic Realignment, under Recommendation #2, I would like a Performing Arts Center, IF there can be a Department of Dance by itself, not a Department of Theatre, Drama, & Dance. This is so we can have an equal voice in the arts and maintain the identity of the Dance Science program. Texas A&M is special for its internationally well-known dance science program and to keep that alive and help it have a bigger voice in the world would impact great opportunities for future teachers around the nation/world and dancers working toward PT school. Texas A&M is also the only college in Texas with a Dance Science program and has the leading Dance Science program in the nation, and to loose that would break a lot of aggie hearts, including mine. In conclusion, to keep the dance science program within the department of dance to help the voice of the program alive would be amazing!

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I support establishing a new School of Visual and Performing Arts and building new facilities for that, but there is considerable concern from the Dance Science Program that the arts will be sufficiently financially supported, especially since just last year, the Dance Science Program was nearly downsized. I do believe that Dance Programs will grow and thrive in the School of Visual and Performing Arts, with a higher level of visibility, and new facilities will attract talented artists, which will also grow the program, so I ask that A&M be sure that they can keep this promise to invest in the arts. In addition, I believe that Dance should be it's own department in the School of Visual and Performing Arts. This theoretical Department of Dance could still collaborate with a Department of Theatre and Drama, while still having it's own department head to prioritize each department's needs, since the needs of dance differ from the needs of theatre and drama. This would be especially important if A&M wishes to keep it's attractive Kinesiology: Dance Science major that is sought after by many prospective physical therapists and dance educators. If dance was its own department, it could more easily create a curriculum for Kinesiology: Dance Science majors, perhaps in conjunction with the School of Public Health.

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The College of Geosciences needs to stay seperate. The identity of our college is based in Earth sciences and more broadly science in general. Combining our college with liberal arts hinders credibility, as well as will lay off many employees. If wanting to compare structures to other colleges, the University of Florida when they did this restructure essentially killed their Meteorology program and laid off many professors with tenure. Combining the seperate colleges into one loses all of their identities and hurts credibility. There's a bad example with doing this already, showing that this is a bad idea. Making this change would be a massive mistake.

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I agree with Recommendation #2, but only if the dance program remains a separate department so as to maintain its unique identity. Through its focus on science and research and it's seamless combination between the arts and sciences, this program has made an international impact. Furthermore, it is the only program of this kind in Texas and is the #1 dance science program in the country.

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In regards to the New College of Arts and Sciences, I am concerned about the effect on the Kinesiology Dance Science major, as this major relies heavily on both the dance and kinesiology programs which would be split under the new plan. I chose to attend TAMU because of the unique Kinesiology Dance Science Bachelor of Science degree that they offered. I want to ensure that if it was moved from the current College of Education and Human Development to the proposed New College of Arts and Sciences, the Dance Science degree would remain unchanged. Majority of the students in Dance Science need the BS to go on to professional schools such as PT, and I am very passionate about leaving this opportunity for future TAMU Dance Science Students. I want to make sure in the new plan, Dance Science students would not be restricted to only the College of Arts and Sciences, but also fulfill all of their kinesiology requirements in the School of Public Health. I do not think dance should be lumped into the proposed Department of Theatre, Drama, and Dance within the School of Visual and Performing Arts because the dance department is very unique in offering a University Studies and Kinesiology Dance Science track. Dance could be included in the School of Visual and Performing arts, but it should be its own department. The dance department is already very diverse in the products they put out. There are unique dance performances and financial needs that would only be complicated by mixing with theatre and drama. The dance department needs its own faculty and leadership for freedom in these decisions. I believe if these three departments were connected, Dance Science, in particular, would suffer. While the art of dance is important in this degree, the sciences and kinesiology give it its value. I want Dance Science to have dance specific staff that can pour into students in the kinesiology aspect without distractions of mixing with theatre and drama. The dynamic of the dance department between faculty, students, and learning interests is already very closely knit, and part of this reason is because dance is its own department.



Texas A&M is unique in that it has a Dance Science program housed within Health and Kinesiology. The proposed academic realignments of adding a School of Visual and Performing Arts and the School of Public Health present concerns for us as students that are currently pursuing a Bachelor's of Science in Kinesiology with a concentration in Dance Science. With the new realignments, where would our program be placed? The unique and niche nature of this program is a huge draw in for students who have a passion for both dance and the sciences and want to pursue a career that combines the two. I don't think these things have been factored into the current proposal for academic realignments, and we believe that it is vital that our Dance Science program be preserved and separate from the department of Theatre, Drama, and Dance. It would be impossible for our program to receive the support we require and stand out the way we do with the current organizational structure with the proposed realignments.

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As a dance science student I am concerned about a few things. Would the dance science keep the bachelor of science? Dance science students would like to continue taking kinesiology classes. How would dance science and kinesiology still work together? What if the DSC degree says no to the college of arts and sciences...will we still use the center of performing arts? We don't want to lose the connection of what our degree plan is right now. As of last year, there was a scare that the dance program was going to be downsized. How can we trust there will be enough funding to the in order to expand the program in the new arts and sciences school? I don't want to be in the department of theater/drama/dance because it would diminish our voice as a dance program. Our degree is unique in offering ballet and modern over the theater and drama oriented dance classes. Our degree of dance should be its own department within the arts and sciences, in case this change were to happen. Overall, dance science should stay connected with the kinesiology in some capacity even if a performance center is created.

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Your report findings show that you want to increase the emphasis on art, be it media or music in nature, but there's currently an issue with the art program itself. I am a student with an art minor, but I am currently one of the last students in that minor. It is underfunded and understaffed. I would love to see more of an emphasis on the arts and be able to take a wider diversity of art classes and have a&m have a higher priority for it, but we currently lack so many students because we lack the ability to do so. If we could start focus now on expanding and making the arts more accessible to all students interested, it would be greatly helpful.

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Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

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I enjoy the small community of the College of Geoscience and how easy it is to find other students with similar interests. Combining the colleges would definitely make it harder to find the geoscience community and find academic and financial opportunities that pertain to the geosciences.

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I believe that combining the Colleges of Liberal Arts, Science, and Geosciences to form the College of Arts and Sciences is not in students' best interests. The rationale cited in the report is that most other large institutions follow the model of having a College of Arts and Sciences, so we should as well. Is A&M now more concerned with prestige than quality education? Merging these three incredibly different Colleges will be detrimental to students' college experience. Instead of having curated, personal, and relevant funding and advising, each student will be lost in the size of such a huge, disjointed College. For example, my engineering friends don't enjoy feeling like just another student in a mass of others. Their advisors don't know them personally. I'm a student in the College of Liberal Arts, and my favorite aspect of my College is how small and curated it is. Another reason I believe the merge would be detrimental is that there would be less major-specific focus and more focus on the College as a whole. Combining 23 departments and 124 degrees will not bring any more specificity and personalization to students' degrees, classes, and experiences. It will only lower the quality of education that we receive. The Arts and Sciences aren't similar. It doesn't make rational sense to combine them. It appears that Texas A&M is more concerned with how it appears to other universities than how well it educates and prepares students for a career. Combining the three Colleges is a change that doesn't need to happen, and will only harm the students involved. On another note, I think that creating a Department of Journalism within the College of Liberal Arts would be beneficial.

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As a STEM major and member of the College of Science, the combination and formation of the College of Arts and Science is not satisfactory. Being a STEM major allows for strong and additional development related to STEM material. However, being combined with geosciences and liberal arts will poorly change this reputation.

Regarding recommendation #1, I feel strongly that the three colleges should remain separate. The college of geoscience is a smaller college, but that is part of why I have done well in my studies. There are many advantages to being in a smaller college. There is a sense of community between the students and faculty, and there is a sense of pride that comes with it. In my NSC, the faculty stated that being in a smaller college within a large university was one of the many benefits of choosing a major in geosciences. It allows you to form relationships easier and creates many opportunities to further your studies. I agree that there should be an easier process to change majors and that advising should be more connected, but this can be done with coordination without combining the colleges. The erasure of the College of Geoscience, College of Liberal Arts, and College of Science could potentially rid of many opportunities and systems in place that are beneficial and unique to each college. I believe that many staff and students feel the same way.

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The College of Science SHOULD NOT be consolidated with the college of Arts.

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“The consultant team was asked to identify changes that would restructure Texas A&M University in a significant way to increase effectiveness and transparency and to contribute to overall student success.” Well, y’all definitely achieved the first half – restructuring TAMU in a significant way. But y’all definitely missed the mark on it increasing effectiveness and contributing to overall student success. If the College of Geosciences is combined with the College of Science and College of Liberal Arts, that would decrease the effectiveness of our departments and most assuredly would not lend itself to student success. It makes much more sense to merge the College of Liberal Arts with the College of Architecture. Yes, we’re (College of Geosciences) small, but we are home to one of the best (and few) undergraduate meteorology programs in the nation and world; merging us with the College of Liberal Arts would be such a disservice not only to us, but also to the reputation of TAMU. “More than half of peer institutions house their schools of liberal arts and sciences in a combined college.” Well good for them. Too bad we’re Texas A&M University, and not some nameless peer institution who’s made the choice of profit over student success. I can speak for the vast majority of meteorology students when I say that WE DO NOT CARE ABOUT BEING THE BIGGEST COLLEGE ON CAMPUS! Leave that to engineering or someone else who gives a damn. Why would I want to be enrolled in a college that offers extremely specialized STEM degrees but also pointless linguistics, gender studies, and psychology degrees in the same college? I wouldn’t. I would want to be with others who are passionate about earth sciences. If only there were a college dedicated to that...oh wait. “This larger college structure creates a stronger advocacy for the liberal arts education at a STEM-focused university.” How about going to a liberal arts-focused university, then? If this is about recruiting students and faculty, think about how many you’ll be LOSING if this merger goes through. Recommendation #2 of the Academic and Strategic Collaborations section is focused on “recruitment and retention of undergraduate students.” Combining colleges into one would drive new STEM students and faculty away, as well as pre-existing ones, to other meteorology schools across the nation. Our professors are so incredible, they’ll have no problem leaving before stuff hits the fan and finding another job at a university that actually cares about them; underclassmen may retaliate by transferring out because this isn’t what they signed up for. We literally laugh if someone asks if we’re a liberal arts major. Do you see the bags under my eyes? In what world is it logical to put absolutely useless majors like psychology, gender studies, and sociology under the same roof as majors that are REQUIRED to take courses above calculus 3? It’s honestly offensive and insanely insulting to even consider housing these degrees within the same college as if they’re connected. Combining three vastly different colleges into this one huge college would also immensely devalue our degree. I want every cent out of the \$80,000+ I’ve paid for my specialized secondary education to be worth it. College of Geosciences students pay nearly \$200 more per semester in tuition and fees than College of Liberal Arts students. Either keep our degree separate and worth that extra \$1600, or lower our cost of attendance to that of our peers. “In addition, there should be significant cost savings by reducing three administrative college structures into one and using those funds to support the new College academic and research mission.” I just \*love\* how this is the last thing mentioned, tacked on to the end of the rationale like it wasn’t the main reason to begin with. Streamlining the three \*very different\* administrative college structures into one is not a good idea. My understanding is that currently, a donor can donate directly to a specific department within the College of Geosciences, such as the Atmospheric Sciences department. If we were to combine this into one centralized administrative structure for a single college, this direct donation wouldn’t be possible any more. The funds would have to be donated to the College, and then the administration would distribute as they see fit; so why would they give much or any of that money to a college that’s responsible for only 8 majors, even if the funds were intended for them? There would be so much unhealthy, underlying tension and animosity between us and the liberal arts – students and professors alike. We need all the funding we can get to keep our current college and department running. A good portion of our funding goes towards the upkeep of our Doppler radar. Using this radar and our upper air

equipment, we help contribute potentially life-saving data to the National Weather Service and local media. Without funding, we can't do that. In April 2019, our student meteorologists reported a tornado – later rated EF2 – after going up to our 15th floor observatory, sparking further action locally and saving lives. It's almost like someone is trying to buy out the College of Geosciences. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." Excuse me? I don't fancy being the junk drawer of the university. So not only are y'all shoving three incompatible colleges together, you're going to stick every undecided and unqualified person in the entire university into this college, furthering backlogs. Keep University Studies with Liberal Arts, yes, but don't you dare bring it within 6 ft of Geosciences.

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I am opposed to the proposal to dissolve the College of Geosciences. I am currently pursuing my Bachelor of Science in Meteorology and working as an ambassador for the College of Geosciences. As an ambassador, I have seen how large of a pull factor Texas A&M can since it is one of the few universities with a college reserved specifically for geosciences on its campus. In addition, within our college, we have the most comprehensive geosciences programs in the world, and we are the only comprehensive program in the nation. The College of Geosciences is a small college, however; that also helps bring in a diversity of culture through students who want to pursue a degree in geosciences. I, for one, was further allured to come here because I loved that the College of Geosciences was large, yet small enough to provide a welcoming feeling. I was able to come in and have a prospective student meeting with Dean Thomas and Judy Nunez about the college and I immediately felt like the College of Geosciences was home and where I was meant to be. I have loved every minute of my college career and I can owe that to the College of Geosciences. I applied to be an ambassador for the College of Geosciences because I wanted to be able to share my love for our college, amazing faculty, and numerous opportunities because of our size with prospective students. I have sat in on and hosted numerous prospective student meetings where the student and parents' eyes have gotten bigger and they have sat up straighter at hearing about the number of research grants we receive, research opportunities, connections we are able to make and the student to faculty ratio. Being the small college that it is, I have been able to make connections with Dean Thomas and multiple other faculty members from each department within the College of Geosciences. I have thoroughly enjoyed every minute that I have spent with faculty within the College of Geosciences, and it has made me feel at home and more like a person than just a faceless number within the masses. In addition to making connections, I am concerned for the livelihood of the College of Geosciences Living Learning Community (LLC). My joy within the College of Geosciences is also owed largely in part to the LLC because I had the opportunity to live amongst my peers and further get closer with them through a range of activities. I would hate for the future geoscientists to not be able to call themselves geoscientists or have the same opportunity that I had in my freshman year. Furthermore, I had the opportunities to be on research teams as a freshman since the College of Geosciences is home to 9 research centers and consortiums, numerous research professors, and receives numerous research grants. These opportunities are huge for us and our careers, giving us the chance to do research as an undergraduate, sometimes with our own proposals, and present at national conferences. I have read the report that combining the College of Geosciences with others will help save money. While money can be a factor, combining the College of Geosciences with other pre-existing entities will just prove a sentiment most know to be true - Texas A&M University will prioritize money above all, even its own students.

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It would bring shame to this university to remove the College of Geosciences from the position it deserves as it's own college for the unsustainable egos of a donor. The work that students and researches carry out at the College of Geosciences is the future, and it seems contrary to A&M's core values to try to actively suppress the quality of education of so many students that were drawn to attend this university specifically for all the small-college qualities that you would be taking away. You would be ruining the careers of so many of your students by cheapening their degree and causing it to be less competitive when it comes from an arts college. While it is an admirable idea to try to build a stronger arts presence in this university, it is wrong and will bring about more harm than good to destroy another college in the process. I, and many other students, beseech you to rethink these recommendations and disregard them.

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Merging the Liberal Arts, Sciences, and Geosciences colleges will severely hurt the scientists and geoscientists. First, the general academic advisors will be ill informed of geoscience and science classes and opportunities. Moreover, this merger will also discredit geoscience and science degrees. Geosciences and sciences are not related to liberal arts. This gives a false impression to recruiters and can confuse hiring companies. College of Geosciences is more credible than College of Sciences and Liberal Arts to recruiters. Liberal arts is not related to sciences or STEM degrees. The coursework is completely different. This misrepresents the geoscience major completely. I want a geoscience degree not a liberal arts degree. My money is investing into my degree in order for me to find employment. Find a different way to increase

enrollment in Liberal Arts without hurting the entire geoscience and sciences department.

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I fully disagree with the college of geosciences being cut. This is a ploy to prevent studies about climate change. I have lost so much respect for this school.

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Don't combine the Geoscience College with the Science and Liberal Arts. The funding for Geoscience is vital for our climates health and should NOT be spread amongst other majors.

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I do not like the idea of combining liberal arts and Geosciences. Texas A&M university has been known for its wonderful Geoscience program, it's unique it's well known. I transferred here for the Geosciences, the fact that it was different is what brought me here. If it is combined with the liberal arts then it loses that distinction, and students like me would overlook the program when deciding where to transfer. I ask that you please reconsider the idea of combining the Geosciences with liberal arts.

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The Department of Journalism should be established. As a Journalism student, It sometimes feels as if we are left out. There is not much attention to students in this major. Being able to have our own department will help us succeed in the future. Having the opportunity to specialize in broadcast journalism, photojournalism, and print will allow us to grow as journalists. This expands the opportunities we have after college as well. Being able to find better jobs and internships will also strengthen the Former Student's Association. We will be able to network with other journalists and eventually, help other Aggies get jobs in news. The news industry is growing and having this department will benefit not only Aggies but the whole world. Journalism is changing and so should TAMU's use of it. Along with this, I believe that Mays Business School should have a Marketing and Communications collaboration with Journalism. This will allow students to gain better knowledge of the advertising and PR world. Journalism skills are key to any good profession but especially those in advertising, marketing, and PR.

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I think the Bush School should merge with political science, economics, and international studies

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As a University Studies-Architecture student who is taking several construction science classes, I have my concerns about proposed changes in this area. I was formerly an engineering student, and I think the Entry-to-a-Major system is bad enough for current engineering students, and I don't think that system would make sense at all for Construction Science. (Side note: If the College of Engineering wants to improve retention, they should get rid of the Entry-to-a-Major system. Entry-to-a-Major is the biggest reason why I changed my major out of engineering.) Secondly, I feel like only giving students one university studies degree would take away opportunities and flexibility for university studies students to take courses that they want.

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The recommendation to consolidate into four large colleges is alarming and saddening. I desperately urge the university to reconsider the benefits of smaller colleges, particularly in regards to student retention and recruitment, faculty and student wellbeing, diversity, and research. As a geology student in the College of Geosciences, I speak for myself and my peers when I say this will remove the main reasons students come to A&M for geosciences. When searching for colleges in high school, I originally ruled out A&M out of fear of being swallowed up in a large school. Upon touring the campus, the familial culture of the College of Geosciences, the small class sizes, administrators who know you by name and are willing to bend over backwards to help all endeared the A&M to me. What was unthinkable became my first choice. Many of my peers chose A&M solely because of this. By removing this significant benefit, you will be losing a large portion of prospective students resulting in a lower overall caliber of student recruitment regardless of your efforts to better it. Now a senior, I love the College of Geosciences administrators and advisors, having been able to build personal relationships with them that the large colleges cannot boast. If we are merged, many of these stellar administrators will be laid off or overburdened by the addition of many times more students and a wide-even hodge-podge- collection of majors. We here in geosciences can trust our advisors to know us, our personal goals and struggles, and know they will do everything in their power to help. Not so in the other colleges. In the College of Engineering, for example, advisors do not even know the students faces and the relationship is stiff and cold. I have known many engineering majors struggle to get help in applying for classes, learning of resources etc. because their advisors are so overworked. Merging will only exacerbate the struggles of the larger colleges while dragging down the smaller. This lack of support will inevitably lead to higher dropout rates and mental health struggles. Students like me will feel more isolated, not less. We identify not just with the university as a whole, but as a college with its own unique culture that will be lost with a merge. This move will also harm diversity. It sounds counterintuitive at first, considering the College of Geosciences long struggle with diversity. I make this claim primarily in regards to scholarship. Geosciences is a college with lots of funding due to our important research and participation in IODP. We pull in well more than our

weight, especially compared to the arts. The college takes a significant amount of grant money brought in by professors to aid in scholarship and facility development. For our professors, it makes sense that this money is taken as it will be fed back to their own students and facilities. If it is shared with the liberal arts, which brings in much less money despite its larger size, the cut of money being fed back into researching, funding earning students in the College of Geosciences will be harshly reduced, resulting in a lasting decline in productivity and therefore income. Scholarship money is already spread thinly in our college as it is, and it is a significant help to those students who can get it, particularly minorities. If we merge with the Colleges of Liberal Arts and Sciences, our money will be redistributed away from us as we are a much smaller number, yet more prolific college. Our scholarships will be reduced further to accommodate this reduction, pushing poorer students and minorities away from the geosciences when we should be striving for the opposite. Additionally, the merge into a College of Arts and Sciences will hurt the image of our colleges. When I hear arts and sciences lumped together, the first thing that comes to mind is weak science. Is that what we want our university to represent? Prospective science and geoscience students want a college tailored to them and their needs. Think also of the college specific Living Learning Communities (LLC). These, specifically the Geosciences LLC as I was a member and peer mentor of it, strives to welcome students, give them a community of students with similar interests (the geosciences) and teach them things that are useful to know in their fields. An English major wants to learn aesthetic writing while a Meteorology major needs to unlearn that from high school and learn technical writing. Research, job searches, interviews, types of classes are all vastly different. LLCs are able to specially design their courses to best help their specific students. The LLCs and colleges know this and tailor their resources accordingly to best fit their students. This helps both the students and recruiters in promoting our familial image. Loss of high quality applicants could even lead to the loss of IODP, a major source of pride and income in the College of Geosciences and unique to us in the entire western hemisphere. Even risking its loss would be irredeemable damage to our image and recruitment. Art and science are both noble fields, but are too different to reasonably combine. One or the other will suffer as what is beneficial to the arts will harm the sciences and vice versa. Are such minimal benefits as the convenience of a few upper administrators really superior to the wellbeing of faculty, staff, and students? Has a single person wished their college was larger and less personal? I think not. There are other ways to insure consistency of values across the colleges without merging that will not result in lower enrollment, fewer scholarship opportunities, higher dropout rates, worse mental health and community. Reducing spending is no use if it results in an even larger loss of income. Because of my strong love for this college and university, I beg you to reconsider.

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The integration of University Studies to the College of Arts and Sciences should not be accepted. The rationale that colleges should not essentially waste their time on those who are under-qualified or uninterested is completely wrong in my opinion. I am a University Studies Business major, and upon my acceptance to Mays, I was overqualified and very interested in my concentration. I have maintained a very high GPA of 3.8 and my career interests are heavily based in business. The design-your-own degree plan is an excellent concept that should be maintained, and it should remain seated in the college that the concentration lies.

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I am writing this anonymously. I am a student in the Geophysics department. I DO NOT entertain the idea of merging the Geology and Geophysics college with others. An important reason for joining this college was due to its exclusivity and independence from other colleges in the University system. Faculty and staff are not only invested but thrilled to spend time with individual students which will not happen if we have a "centralized" Science and arts college. The disciplines extend much more than engineering and petroleum at Geology and Geophysics. If merged we'll be seen as an addition to the oil and gas industry, which just isn't the case.

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To the head officials and coordinators of Texas A&M University, Hello- [REDACTED], a current first-year student in the Department of Visualization. This is a personal follow-up response to the Final Comprehensive Review Report conducted by MGT Consulting, which was released on October 19, 2021. This response will focus on the proposal in Recommendation #2, supported by Finding #2 and Rationale #2, starting on page 28, in the section titled Academic Realignment. I am in full support of the idea to relocate the Department of Visualization out of the College of Architecture umbrella and have it serve as the representative department for a new separate institution, which would house departments of the Visual and Performing Arts. The Visualization program is one of the more unique departments in the University, as it combines both fields of art and STEM. With a path that engages students to take courses in programming, drawing, design, and math/science throughout their undergraduate career, it bridges the gap between STEM and non-STEM, allowing students to specialize in something involving both creativity and logistics. In a sense, Visualization could be seen as an "all-in-one package deal" that allows students to engage with two very relevant fields in the modern era. Having this program that combines these two seemingly unrelated fields provides for vast career

opportunities that truly explore all parts of the art-STEM spectrum. This includes but is not limited to fields in Graphic Design, Web Development, Animation, Game Design/Development, Interactive Technology Development for Health and Education, and Even Data Analytics. With this super-inclusive education track, a student with this degree has the capability to be involved in any industry, especially with the ongoing digitization of our modern world. It would be inappropriate to simply weave a program with such capability under a specific college of study. Texas A&M Visualization is a renowned, globally recognized program, and there is so much potential for its continued growth. By staying under the College of Architecture, there are lots of limitations to this unique program. Such limitations would be regarding resources/facilities, building hours (which has been an ongoing situation), and department size. While this would clearly call for increased funding, I believe it is a necessary and well-beneficial decision to implement. Relocating the program from the Architecture "umbrella" would certainly lead to profound growth and capability. With how renowned the Visualization program already is under the College of Architecture, I believe that taking the next step and placing increased focus on our program could really maximize its potential and take it to unforeseen heights.

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I do not support the merging of the college of liberal arts, geosciences, and science whatsoever. This will disadvantage these colleges and appears to serve no other reasoning than increasing the amount of money the university receives. I do not understand how this will increase research funding for smaller colleges, like the college of geoscience, since it is meant to benefit the arts. Texas A&M is a leading university in research in many areas, and to undermine that by combining the colleges does not seem productive. I feel that many students in these colleges will become lost in the massive influx of students and will not be able to receive the care and attention needed to complete their degree.

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Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

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I am a HUGE advocate for the introduction of a journalism department. I know that the University Studies major is good for students who prefer to take the non-traditional route and "build their own major", but that is not what I think will be most useful in benefiting my career. As a University Studies major, specifying in journalism, I've found that it is very hard to find ways to get involved in on-campus opportunities/activities that are related to my field of study. Another suggestion I would have would be offering a Bachelor's of Science in Journalism. Communications majors can get their BS, and I would love the opportunity to do the same. Personally, I want to be a scientific journalist. I'm double minoring in two stem fields and plan to eventually get my masters. Expanding the course options in terms of science in journalism would be great as well. I know that TAMU currently offers classes that focus on communications in the healthcare system specifically, and I think branching out so that other fields of study that fall under the STEM umbrella can be covered in journalism/communications would be great. As much as I love TAMU, this is something that I have very seriously considered transferring colleges over, as I did not realize that I would be so limited in terms of resume building and/or career opportunities. I really hope that this feedback will be considered. I know that there is a very small number of journalism majors at this college, so there may not be as many people who advocate for this change, but it is something that I think would be extremely beneficial for both current students and ones to come.

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I'm a student at the college of geosciences which I believe is part of the sciences college. We are underfunded as is, and I fear that the merging of sciences and liberal arts will push us further into the background. Our maps and equipment are outdated, our laboratories are old, and there's a shortage of faculty members. I am also nervous because geology is only sometimes considered a 'hard' science and a degree from the joint science and liberal arts college might not appeal to employers as much

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This is a horrible idea as it would dilute the education of each department by making it part of a bigger college that will have broad degree requirements. If anything Colleges should become more decentralized and more tailored to the degrees they offer.

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In regards to your proposal to combine the College of Geosciences in with other colleges to create a "TAMU College of Arts and Sciences", that is a huge mistake. As a current student, who had many options after high school when choosing which school to attend, one of the reasons I chose A&M over other Universities was because they had their own College of Geosciences. An independent colleges attracts the best students and the best teachers- everyone wants to be recognized. I can tell you with 100% certainty that if A&M did not have their own College of Geosciences, I would have gone to the Jackson School of Geosciences at the University of Texas. I guarantee that if you make this change, you will be losing great minds(from faculty and current students deciding to leave) and potential faculty, graduate students and undergraduate students writing A&M off as a university that can meet their needs. A small department like the College of Geosciences creates an environment where students feel supported and cared for- this of course increases the quality of life for your students and decreases suicide rates. A bigger college that encompasses several unrelated STEM and

Liberal Arts majors can only cause advising issues and make students feel small and irrelevant. This decision will affect where I chose to go to grad school, effectively ensuring that I will not be furthering my education at A&M. I can say the same for my peers as well.

The College of Geosciences should remain its own entity and not be absorbed into/combined with any existing college. To do so would be nonsensical and would diminish the prestige of the University to the many prospective and current students that come here solely for its geoscience programs.

For recommendation #3: focusing on print journalism in this day and age is a waste of time and money. Broadcast journalism, if we're considering only the internet, is probably where anyone, TAMU included, should focus their efforts. A correlation between low newspaper circulation and whatever fault doesn't establish causality or, if we assume causality, the direction of that causality. Newsroom and newspapers have lost their audiences due to polarizing behavior and outright deceptive practices, sure, but also because newer generations prefer digital sources over physical ones by a huge margin. Is that because those sources facilitate people who perform at a higher level than traditional journalists? Who knows but the migration from print to digital has been underway for a long time. I'm a millennial and I can't remember the last time I read a newspaper. The most visible information brokers, for better or worse, are on YouTube, Instagram, and Twitter. Even traditional print journalist host massive online audiences via their digital profiles (especially if we consider Twitter). It's become cliché but the best example I can think of is The Joe Rogan Experience on Spotify (formerly YouTube): 11.2 million subscribers on YouTube and it accounted for 5% of Spotify's audience when it started producing content their last September. This is a podcast that uses nothing but long-form discussions (>2 hours in length) and it has more listeners than Fox News and CNN has viewers, combined. Journalism can be revived but that doesn't mean it's going to look the way it did. Carrier pigeons and telegrams died out when they were replaced by better technology. There's no reason to believe the same won't happen to print, radio, and television media in turn. If TAMU wants to make people better at consuming media, they should focus on making people better at consuming all media, with a strong emphasis on digital; if they want to revitalize modern journalism and make their journalists current with the times, they should focus on making better YouTube content creators.

I believe the College of Geoscience should remain in its own specific college. This is a very critical area for many students here at TAMU, and as global crises involving geosciences (geo-engineering adaptation methods for problems associated with climate change for example) become more critical, I think it's very important to have a strong focus in this area for upcoming students. Combining the Liberal Arts and Geosciences college would do neither of the colleges justice for the varied work that happens in both of them. I also believe that these two departments just do not mesh well in terms of curriculum and therefore should not be grouped together. Both colleges would best benefit from having their own specific advisors, staff, instructors, etc suited to their respective subject areas.

As a student currently in the College of Liberal Arts, I think merging with the College of Science and Geosciences will be beneficial! Many students get confused by "Liberal Arts" and think it won't be as effective of a college to be in simply because it is not necessarily a STEM focused college. However, as a bachelor of science in Psychology, I know this is not the case, as I have had an extensive education in science related courses. I also think the suggestion of moving General Studies into this new College of Arts and Sciences will also be a great change since many students who are in between majors find it difficult to meet with advisors and ensure they are still taking the necessary courses for graduation.

I like the biological institute idea, especially considering how similar my curriculum is to my BIMS counterparts and how frustrated we all are with courses not being equivalent. I fail to see the benefit of combining the college of science and geosciences with the COLA, aside from conforming to what others do.

You must not move the Department of Construction Science into the College of Engineering. We are not engineers. This move would be detrimental to the future students of Texas A&M Construction Science. Engineering does their admissions and applications for majors in a way that I believe would be very harmful if applied to Construction Science. Funneling design students into a non-design construction science program because they did not perform well enough to get the engineering major they wanted is not a recipe to keep the #1 construction science program in the nation the #1 construction science program in the nation. I would find it hard to believe that the Department of Construction Science, if apart of the College of Engineering, would be viewed and treated equally amongst the other genuine engineering departments. This would be the detriment of the students of Construction Science and the industry as a whole. The Texas A&M Department of Construction Science is the greatest in the nation. It should not be punished for the shortcomings of the College of Architecture. If any change should be made, I propose that The Department of Construction Science become the College of Construction Science as its own independent college within Texas A&M University just as is proposed with the Department of Visualization. What we study and do professionally is entirely

unique. Our profession and work is often misunderstood by architects and, especially, engineers. Additionally, stronger advocacy for liberal arts education by lumping STEM focused majors and Liberal Art majors would be a hindrance to the concept of specialization and excellence within those STEM majors and Liberal Art majors. Having students think more alike rather than think differently by combining fields of study is the antithesis of diversity of thought that leads to so many great and different perspectives. There are only so many classes a student can take before they graduate. Why one would want to decrease specialization and thus excellence within their field of study I do not know. I vehemently disagree with the consulting firm's exposition on what the Arts do for non art focused studies. The consulting firm references other universities and institutions as if what is popular is indeed what is good; that is fallacious and shouldn't be considered when crafting policy. People largely do not come to A&M because it is a better version of every other university, but rather because it shines in contrast to every other university.

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I do not think the colleges of geosciences, liberal arts, and sciences should be merged.

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Do not combine College of Geosciences into school of arts. These majors belonging to Geoscience is a close group of people and classes that can be intertwined. For instance Meteorology majors minoring in oceanography. Also the college of Geosciences has a set of clubs for all the majors in our programs and keep smaller majors together and do not want to be lumped into one massive college with conflicting majors that do not correlate with each other. For example, arts majors have nothing to do with geosciences nor do they share interests. You would be forcing funding splits among two colleges that do not correlate.

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I don't think combining the liberal arts college and the college of science is necessary. Each college offers different degrees and different requirements. In separate colleges, faculty would be able to cater to the needs of the students in their respective colleges. I think instead of merging, putting more focus into the liberal arts would be better than combining it with the STEM majors. My peers have mentioned that A&M combining colleges seems like the university is trying to get rid of the arts, rather than emphasizing them. The report also mentions the creation of new colleges, which are much needed, however, the combining of liberal arts and science does not seem necessary and would just cause further confusion.

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Combining colleges into the College of Arts and Sciences is a positive and welcome change. Though if the university creates a college of visual and performing arts, then the college of arts and sciences should just be the college of sciences because an existing college for the arts would already exist concurrently. A department of journalism is entirely unnecessary. The libraries should remain unattached to any college.

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I'm concerned on what this will mean for students. For Vetmed and Bims students that are being combined with bio, where will some classes be held? At Vidi or at the biology building on main campus? These colleges are very far apart on campus and this will definitely result in student having to commute more than ever to get to classes. Also if we are going to combine these to become a life science college shouldn't other majors be added as well? I also don't think Liberal Arts should be combined with Science. They have no relation to each other, other than the new Stem word alternative Steam, which should not be used as stem was invented to help increase the importance of science majors in the future and Steam was invented as liberal arts colleges felt left out. They are not equal choices and should remain separate. If you do create new departments such as journalism then that should let liberal arts feel that they are still getting new updated changes and more students.

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I genuinely don't think it's a good idea to combine 3 colleges, considering these three have pretty much nothing to do with each other it's awkward placement. I as a student also fear that I will not get a time to meet with an advisor who knows me, my schedule, and will actually help me in the areas that I struggle in. It's already hard to get an advising appointment with my advisor and adding 2 more while colleges to the mix doesn't seem like the best idea.

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I believe that the report is unclear on what will happen to the political science department and the students who are in it. I am strongly against the making university studies a liberal arts degree, especially how it was worded in the report. The liberal arts college should not be the only college to "hold the burden" of these students. Merging colleges is something that is wildly unpopular among students especially in the college of geoscience

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I sincerely only have objections to the recommendations made in this one category. There are several departments within the Colleges of Science and Geosciences which already receive the bare bones in funding compared to our bigger name programs like Engineering. Meteorology is the first that comes to mind. Despite being one of the top three programs in the country it seems like this major is ignored habitually when it comes to funding and advancement. Merging the College of Geosciences with the College of Liberal Arts gives the impression that the Geosciences majors are not seen as relevant to the university (this is especially disturbing as many of the students in these majors already feel



that way). It looks like they are being brushed to the side again. This objection noted, I am ecstatic that a shift in focus is being considered for the vet school. As a pre-vet biomedical sciences student, I have noticed that in recent years clinical practice has been less and less of a priority. Fostering the education of prepared veterinarians and bettering bettering clinical practices as a whole should be the primary focus of the vet school with everything else coming as a supplement or extension of that. The fact that we no longer have an actual exotics department is quite frankly embarrassing given our history and reputation compared to other veterinary schools, and it is my hope that a refocus on actual practice might lead to a re-establishment of this program.

I think that moving the Department of Construction Science to the College of Engineering would be a disservice to us students and the Department as a whole. As a Construction Science major I personally do not see myself as an Engineer but as a Construction Professional. As a Construction Professional we collaborate with Professional Engineers and Certified Architects making it 3 different professionals working towards a common goal. If the Department of Construction Science were moved to the College of Engineering, I think that material will begin to merge and overload the Construction Professional with information that is more related to the design process whereas our line of work is more related to the actual construction.

As a student in the College of Geosciences, I disagree with the combining of the College of Liberal Arts, the College of Sciences, and the College of Geosciences. Although we are small, our faculty and staff more than make up for it with the connections formed. If we were to be swallowed into a larger college, that would be harder to come by. We pride ourselves on being the smallest college with the most funding at A&M. Our majors are already hard enough for people to find at TAMU - burying them in a large college will make it worse. This won't heighten liberal arts awareness - everyone already knows about it. It's literally a bigger college than the other two combined. If the concern is actually advising and curriculum, add more faculty for the larger colleges. There is no reason as to why colleges that are much bigger can handle their student's schedules and a smaller college can't. Add the resources necessary.

As a student in the College of Science, I am in very much in favor of combining the College of Science, College of Liberal Arts, and College of Geosciences into one College of Arts and Sciences. I've believed that those colleges have needed to be under one college ever since I came to A&M.

I am a Construction Science student and I do NOT want my program to be moved to the College of Engineering.

None

I think dissolving the community health program is a must, since it is confusing when discussing it vs the community health program. Also is unfair that the classes are all basically the same, but public health has less class offerings than dept of health and human edu. Also like the fact that dissolving the college of science, since the dept of chemistry has gotten extremely out of hand and is not well organized whatsoever. Many undergrads are always very unhappy with their lab education, especially in the dept of Chem. Also think research for tamu health would be extremely beneficial to the university, especially with such a large demand for doctors.

I like the idea of a music/performing arts college and the consolidation into a college of arts and sciences. I do not agree that CoSci should be housed in engineering. Also, adding PoliSci into the Bush School will only diminish the bush school and graduates of the program. PoliSci should stay in with liberal arts or have it separate and add journalism into PoliSci or into the A&S college.

Provide more German language courses and continue the add/drop

Combining the college of sciences and liberal arts diminishes the accomplishments of the college of geosciences and the individuality of the program. These programs are better off on their own.

I'm not sure making a bunch of mega-colleges is gonna work out well. College of engineering is already a fiasco, and you want to repeat that? I'm good with geosciences being absorbed, but not sure there needs to be a science, liberal arts, geosciences college all tied in one. Also why are we adding the library to the next mega college, they do fine on their own. Get rid of the university studies degree entirely - it cheapens the value of the degrees of people who actually got that degree. GIST university studies is a joke class-wise, and they get to say they have a degree in GIS.

The department of Geology and Geophysics is much more qualified, due to the required curriculum, to be considered part of the College of Engineering. Rather than be lumped with a college of arts and sciences. The math, physics, and chemistry courses required of Geology students are engineering math, physics, and chemistry courses. Geophysics degrees have to take higher level math than engineering students. It would undermine the level education that

Geology and Geophysics students have obtained during their time at Texas A&M to put them in a college of arts and sciences. It would be more appropriate to relocate the Department of Geology and Geophysics to the College of Engineering, due to the fact that we take engineering courses already.

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You should not combine anything

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I do not believe that the Bush School should be merged with the POLS department at TAMU. The Bush School as it stands is filled with its own traditions as well as a supportive and attentive staff. We have respectful and productive conversations about real world scenarios everyday and have a cohort that is bonded together like no other. We strive for better. We represent the Bush Legacy. Personally, I do not believe that merging is the best fit for the school. While merging undergraduates is great for the political science department, the reputation of the Bush School could suffer. Freshman in introductory POLS classes are not mature enough to handle conversation about controversial topics. In addition, many do not have an interest for public service as we do. That's why we came to graduate school. We already know this is where we want to be. I could not imagine paying the amount of tuition I do for graduate level resources, just to end up sharing them with undergraduates. If the issue is students not knowing about the program, then it should be marketed better. Spoken about more. The answer does not lay in merging the programs, but letting Bushiest represent the school and letting time tell where the program will go.

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I think the Construction Science courses do align more with Engineering as they are learning the structure of buildings and it would allow them to gain a PE license which could just further their career in the construction industry. I also loved the emphasis on the Bush school being more involved with Political Science. I personally never knew much about it, but would see some neat opportunities every now and then about working in DC at the capitol and getting those types of experiences. I definitely think more awareness about the school and opportunity could be great for students. Especially with politics being so biased and unclear these days, it could be a great opportunity to pour knowledge into Aggies with the core values of the university going into politics later in life. I think it is more important than ever to have ethical candidates understand what's actually happening behind the curtain. I scanned the rest of the document but these were the main things that stuck out to me.

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I don't agree with the merging of arts and sciences. As an engineering university, these colleges should stand apart and be distinct. The complexity of merging them will incur the loss of identities and strengths. I agree with the visual and performing arts. Many students have wanted a school of this nature. The Aggie Band as a major Unit of the Corps of Cadets requires that member be a Corps Member. Something would need to be created to allow music degrees to either not have march band or require the members be in the corps. To have a member that is not a Corps Member to march in a uniform is a disgrace to the ROTC and military roots and compliance. Department of Journalism- interesting given the change more than 10 years ago involving journalism.

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As a BIMS major, I wholly disagree with moving Biomedical Sciences into an "Institute of Biological Life Sciences" and the concept that the small animal program needs more attention. I am also in disagreement with the suggestions of combining the Colleges of Liberal Arts, Sciences, and Geosciences into a new College of Arts and Sciences, and consolidating the libraries under that college. BIMS is a major that offers such a broad range of classes and opportunities that it cannot be put under any one umbrella. To say it belongs with Animal Science, Biology, Chemistry, or Health would all be correct. Placing it in one of those categories could be misleading to the students wishing to pursue a wide range of careers with a BIMS degree. While I understand the logic behind wanting to offer a general biology degree to give students a chance to hone in on their preferred field, BIMS already achieves this. The first two years are largely spent completing CBKs and beginning to explore the directed electives BIMS offers, before taking a more streamlined approach in the junior and senior years in relation to the directed electives. I myself was exposed to a wide variety of classes from Great Diseases of the World to Entomology in my first two years at A&M that helped me to narrow down to Toxicology, Pharmacology, and Immunology, among others, for my final semesters. Where Vet Med is considered, the idea that there is a "strong demand for small animal veterinarians" - while not wrong - should be trumped by the dire need for large animal veterinarians. Most anyone in CVM would likely relay that, while there is a need for both, large animal vets are much fewer and far between. While the small animal hospital is certainly in need of renovations, I believe some of that money should also be directed towards the large animal program. The consolidation of Liberal Arts, Sciences, and Geosciences would also cause much confusion and likely make it even more difficult for students to decipher what courses are required of them. As the membership card to Museum of Fine Arts Houston in my wallet and the season tickets my family often holds to Theater Under The Stars proves, I am an appreciator of the arts. As such, I am in agreement with the fact that the arts can and do often get lost at science oriented universities, however, I don't

believe the answer is to consolidate arts and sciences. Simply updating university required courses to include more hours of arts courses would be an easier way to ensure that students are being exposed to other subjects. I am just as opposed to the idea of moving all the libraries under this umbrella. I am not against librarians being given faculty status or the opportunity for tenure, but I believe that consolidating all the libraries under one college could be divisive and make them less available to other students. Just as how the Medical Science Library is meant for a certain bracket of students, classifying the libraries under a specific college could make it seem as though they are intended for the use of that college.

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N/A

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I agree that the various biology tracks needed to be consolidated and I somewhat agree they should be moved under one college. That college should be the college of science, not the college of agriculture. Putting biology and bio/bio into the college of ag will cripple them. It will be impossible to recruit competitive synthetic biology, structural biology, chemical biology, and computational biology grad students, post-docs, and professors into an Ag department. I have experienced this first hand, as a member of a biology lab in an ag related field. If the intention is to remove biology and biochemistry as a priority, that's fine, but this will add a large structural barrier to success for those departments.

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The College of Geosciences has given me so many great opportunities that are unique due to its small size and close knit faculty and students. If we are combined with other colleges on campus, I am certain that I would not have been as successful in my internships, experiences, student organizations, or academics. If this realignment occurred before I was a student, I would definitely have chosen another university. The college of arts and sciences is a mistake.

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I kindly prompt you to accept all recommendations. Your office ought to improve.

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You should not move the college of geosciences with the liberal arts college and the college of science. Keep them separated. If you want to move any department, move geology and geophysics to the engineering department. They take the same math, physics and chemistry courses. Moving geosciences does nothing but partner them up with completely unrelated majors.

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In terms of the changes toward the Department of Visualization, I believe that the changes would overall be for the better of the program, but it should focus on keeping the core technical work that is central to the Department over making it too focused on the artistic side of the Department. Visualization is best when it's focused on both parts of the field and not leaning too heavily on one side or the other.

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I feel like too often I have had bad professors. Bad professors who do not care about the success of their students because they either don't care about teaching the class because they're doing research, or because they make money off of textbooks. I recall what I had heard from my professor [REDACTED] who taught pols 206, where he said it doesn't matter to him, and he doesn't care what our grades are, because he already makes money off of the textbook he wrote and made required for the class. My current professor for mgmt 209, [REDACTED] is another bad professor. He does not teach any material or do any work that I am knowledgeable of. The class is just consistent of old videos and powerpoints that we have to do by ourselves. This is an intro to law class. It is one of the hardest ones at the university according to students. So why do we have a teacher teaching it who doesn't care. He doesn't listen fo his students, because he doesn't care. He made his tests on a very inconvenient time, friday at 5 pm, and over half of the student body in his classes asked if we could change it to a more convenient time for everyone. His response was, he didn't care, he set the time so we had to be subject to it. He then proceeded to mess up the entire test due to lack of knowledge of technology and sent out this long email asking for "understanding", which upset me insanely after a whole semester of him not accepting and understanding his whole student body. I have seen on so many forums, that he is the worst professor, his class is so hard, don't take it under any circumstances. And the fact that it's that way in the first place, and he has refused to change after so long is very concerning. The faculty of this school is full of super old white guys who honestly couldn't give less of a care in the world what happens in their classes. So I pose the question. WHY ARE THEY PROFESSORS. The idea of professors coming to university to do research and teach on the side is so outdated. Why not just let them do what they want, and just not let them teach? Because students drastically suffer from bad professors, and flourish from professors that care and put in the effort. This is such a large problem, and it's so important to me because this is the stuff I'm learning, and need to learn to not only get my degree so I can get a job, but also to apply to myself and my job in the future so I can be the best professional. How can we pride ourselves on academics and still have this massive professor problem. If A&M truly cared about academics and it's students success, then you would listen to me, and the countless of others who have cried out for help, but all we have heard so far is silence.

Most recommendations seem obvious, and I do not know why we were not doing this before.

Laughably absurd. Scrap the plan to "Combine the College of Liberal Arts, the College of Science, and the College of Geosciences". Each college should remain separate as is, since each college has a unique identity and value proposition, both of which would be immediately lost if consolidated into a bloated "mega-college" of little use and value to the university, other than to house an inflated number of students under one umbrella.

I strongly disagree with merging the college of geoscience with the college of science and liberal arts. Merging the college would diminish the unique identity of students within the college of geoscience. We already struggle to be seen as a small college, I can't see how making us part of a larger college would help. The college of geoscience is already an amazing college, I don't see how merging it with majors that are completely unrelated would help.

I am strongly apposed to the addition of the College of Geosciences into the College of Liberal Arts and Sciences. I feel it would invalidate the rigor of my degree as a geology major, which is much more comparable to a degree received from the College of Engineering as opposed to a degree from the College of Arts and Sciences. Were this realignment to occur, I would most likely apply to change majors and move into Petroleum Engineering. I feel that were a realignment to occur, moving the Department of Geology and Geophysics into the College of Engineering would be more acceptable.

I'm a political science major, and I think that my educational experience would benefit from being absorbed by the Bush School. If TAMU decides to follow through with the reports recommendation to elevate the Bush School to a more visible role on campus, I will be exposed to more exciting opportunities within my field of study. If the Department of Political Science remains within the College of Liberal Arts, I think it would give us a larger voice if we merged with the College of Science like the report recommends. I am more in favor of the POLS Department joining an elevated Bush School.

The reason why I came to Texas A&M instead of other universities which offered me more financial aid was based on the uniqueness of a College of Geosciences. I worry that combining this college with others, who are not even remotely similar to geosciences, will result in confusion and that many of the programs within the college right now will be overshadowed.

While I understand the reasons they want to combine the college of Geosciences with Liberal Arts and Sciences, I have reservations about the potential impacts to quality as a result. The College of Geosciences offers a focused experience with professors and advisors who know what we as students need and consolidating the College with others and eliminating overhead could damage that. With those impacts in mind I can't condone this move, not without some compelling evidence that there would be concrete benefit to geoscience students. There was no evidence of concrete benefits to geosciences students in the report.

The idea of combining the school of geosciences with another school to increase funding isn't the worst idea, but combining with the school of arts doesn't make sense. And while i agree that arts are useful/important, i disagree that our university needs to make these changes to promote liberal arts simply because they're underrepresented here. This is a top-tier STEM school that also already has successful and respected arts programs. I don't see the need to cater more towards that side of things when they already receive better funding than geosciences, especially when you consider that A&M is one of the most prominent and highest ranked Meteorology schools in the nation, and even the world. If you'd really want to dissolve/relocate Geosciences in order to receive better funding, then make certain majors a division of the school of engineering, or just the school of sciences. Or the University should simply divert more money towards our school and promote it better as one of the foremost schools of geosciences in the nation. A&M geosciences/meteorology already has an incredible reputation, so any concentrated efforts towards better promotion would do wonders towards bringing in new students and better funding. While i don't want to go so far as to say that being associated with the arts would degrade the value of a STEM degree here, i do think that this proposed combination would do more harm than good from a reputational standpoint, especially when you consider the demographic of a lot of people within the state, and their viewpoints towards the arts. Overall, i believe that the College of Geosciences here at A&M has earned better treatment from the university than what we have received, and deserve to either be promoted/funded better as our own school, or we at least deserve to simply be combined with/moved under a more opportunistic place such as the College of Engineering.

The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

I am a part of the College of Geosciences. It has been an important part of our identity. The combination of multiple arts and science colleges into one is artificial and will only serve to divide the focus of the dean and college-level faculty,

taking attention away from student success in their chosen area of expertise. The rationale given seems largely to make Texas A&M more like other institutions, and to be able to gloat about how large its Arts & Sciences are. I disagree strongly with this perspective, and the perspective of a need for four distinct "legs" of the university's "stool" is artificial and outdated. It ignores the cost of focus for the students, faculty, and staff at all levels, and suggests that those who drafted the report are administratively astute but are ignorant of what these colleges represent and how their fields operate nationally and internationally. Arts do not operate like the sciences. If there were a merging, it should be between the colleges of Science and Geoscience.

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The suggestion of a College of performing arts and a venue to use is absolutely brilliant. So is the suggestion of a museum.

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I'm a meteorology major in the college of Geosciences and I think it's completely unfair to lump it with the college of arts. We take the same sciences/math if not more than the college of engineering so if anything we at least deserve to be put in the college of sciences. Putting a STEM based college with arts makes absolutely no sense and will overall degrade the amount of effort put into this major. Please think this through

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Combining the three smaller colleges into one larger College of Arts and Sciences takes away all the benefits of being in a smaller college that many students in the smaller colleges enjoy. Especially when you consider all of the issues the College of Engineering has of students not being able to get into required classes, forcing them to be behind a semester because departments are not offering enough seats (for example, what happened to Aerospace Engineering sophomores for Fall 2021.) If having big colleges is already failing, why would you try to create more of them? Every College of Engineering student I know expresses frustration and unhappiness with how big their college is and all of the resources they can not get because of it, compared to people in smaller colleges who have resources to more scholarships, more research opportunities, and smaller class sizes. The entire selling point of the College of Geosciences is that it offers the benefits of attending a small university due to its' size, while still being able to attend Texas A&M University.

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As a student in the College of Geosciences (Meteorology Major), I believe that the realignment of combining Liberal Arts with Science and with Geoscience would be an incredible mistake. I am here for a degree in Meteorology and I would greatly appreciate not being stuck with Liberal Arts. I am not here to be associated with Liberal Arts. I am here for a STEM degree. For many geoscience/ science majors, this would feel as though our degree means less. Not to say Liberal Arts is not important, but it is absolutely not what I am here for. Need more money for these three colleges? Maybe consider giving a little less money to sports and engineering and give something to other departments. The meteorology program at TAMU is currently number one in the entire country. But you'd hardly know that because all we ever hear about is engineering and sports. Your entire realignment talks about what this can do for Liberal Arts. What about Science and Geoscience? We already get almost no recognition and this is just trying to make it worse. Again, top meteorology program in the country, in case you weren't aware. If I were an incoming student, I would feel concerned by the fact that Meteorology was combined with Liberal Arts. The way we are set up right now, sets us apart from other universities. This allows us to have our own space and our own people. And if this is something you're doing, maybe we should have engineering join science and geoscience and make one big science department. Stop making engineering the most important thing. Want to realign? Do something that actually makes sense. Instead of forcing a Meteorology major to have their diploma say Liberal Arts because that is one way to make us feel incredibly unimportant and devalued. Find a different way to help out the Liberal Arts program without harming others. Because this is unacceptable.

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Even if combining these colleges would save money, each college has very different objectives and values. A merger could lead to a bureaucratic organization/leadership, conflicts between monetary distribution and uses between the colleges, and would not be desired by many students. The liberal arts majors and geosciences majors specifically have very little in common (one being focused on soft sciences and non-STEM related subjects and one being almost exclusively STEM-based). I'm not quite sure how a merger between these colleges would provide significant benefit. Furthermore, if a geoscience or science student graduated from a college of art and sciences opposed to a specialized college for sciences or geosciences, their job opportunities may be impeded due to a perception of a lack of STEM-based proficiency/specialty.

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I believe it would not be beneficial to combine the college of liberal arts, sciences, and geosciences. If I were a high school senior and was wanting to go to university for geoscience, having the official college of my program be College of Arts and Sciences would deter me from picking A&M. Combining these schools feels like a dismissal of the individuality of each of their programs.

YES! Coming from a larger college, I feel there are many resources and opportunities that get dispersed. Centralization

I believe that TAMU should extend its development to the arts. Visualization is an especially good example. Despite the departments renown, the small size and limited space/funding restricts the departments growth. Separating Visualization from Architecture could allow the department to grow and grant TAMU a better reputation with the arts.

I am currently a Bush School student and have a comment regarding Recommendation #4, to merge the Bush school with the Department of Political Science. I am concerned that this would change the uniqueness of the Bush school by integrating undergraduate students and students in other departments. Currently, there are students in the 3+2 program that can take classes as seniors in the Bush school. This provides some overlap between the undergraduate program and the Bush school's graduate program. One of the things I appreciate and was a chief reason I came to the program was that it consisted of solely master's students which creates a unique classroom atmosphere. The idea of bringing in undergraduate students may take away from the ripe and constructive learning environment we have at the school. All clubs and outside organizations consist of solely master's students which makes it very unique and allows us to learn from like-minded people in the same career timeline as each other. Merging the two departments will streamline resources but will take away the unique learning environment we have at the school because we are with peers on the same career trajectory and timeline. The reason I came to this program and school was to be surrounded by peers of similar ages and career timelines and the inclusion of undergraduate students may deter the focus of the master's program.

I have questions about how Liberal Arts and Sciences will be combined. As a graduate student, my current stipend is set by the Liberal Arts administration. With a potential merger, I fear my humanities stipend will be decreased, while sciences will increase. I think if these schools are combined, PhD stipends need to be standardised across departments. I know chemistry and physics students who make 2.5 times what I make and I find this extremely detrimental to the college as a whole. If the colleges were combined, I would need assurance that treatment of humanities and social sciences would not suffer compared to geosciences and other hard sciences.

As a student in the college of geosciences it seems fairly wrong in order to combine the college of sciences, geosciences, and arts. The degree plan associated with these majors aligns more with the school of engineering if anything. Also combining the schools would lead to a decrease in funding for not only the geosciences, but also the sciences as a result of having 'arts' in the name. I'm not trying to be biased, but financially less money would come into the school! The school of geosciences already doesn't get enough money as it is and pooling the money between the 3 schools would not go well. With enough supplemental data I could strengthen my case. Overall, it is unanimous amongst my peers in the geosciences and those who have peers in the college of arts all agree that combining the schools would do more harm than good to the efficiency of spending and damage the income to the University.

This appears to be a good solution to unify the smaller colleges. However, it is only worth considering if it increases the budget for research in these colleges. Currently, graduate student assistants in these colleges are compensated poorly for their work.

Regarding recommendation #4, Elevate and expand the Bush School of Government and Public Service to be a highly visible and accessible part of the university portfolio through significant investment and a merger with the Department of Political Science, I would like to say that I am decidedly opposed to this recommendation as a current Bush School student. The Bush School has cultivated a unique culture and element of academic rigor that is not equally present in the undergraduate students of the political science department. One simply needs to walk through the building to see the stark difference. Integrating Bush into the political science department will inevitably lead to a lowest common denominator, where the students cease dressing in business professional clothing, emphasizing experiential learning, and interacting frequently with important persons around the world from policy and academia. Bush's separateness is one of the main draws for the program, and arguably, all the best International Affairs masters programs around the country keep distance from their undergraduate institutions. There is a level of maturity and seriousness that most undergraduate students lack, often to no fault of their own. The graduate students should not be punished for that. Further, the addition of PhD programs is antithetical to the core value of the school. The Bush School is entirely geared toward sending students into public service, as the late President wanted. PhDs, while valuable, are a different beast. What makes Bush competitive with so many high ranking master's programs in the country is that is filled almost exclusively with practitioners. PhD students do not come to learn from practitioners, they come to learn from academics. If Bush is overrun with academics, it loses its unique and competitive element with other masters programs that it will never outrank. We can't beat Fletcher or Kennedy in terms of academics. It will never happen. We can bring

in more experienced and important professionals than they'll ever get, and ensure that students have constant access to them unlike night schools in DC, though. That's how we compete. The political science program could have its own PhD program, separate from Bush, if that expansion is truly necessary. Bush's separateness from the rest of Texas A&M is another key reason that I chose it. Frankly, 70k students is too many. This university is massive, daunting, and 90% of it is useless to me as a masters student. My specific school being close knit and separate makes the experience special, accessible, and it keeps me out of massively sized classes where I don't get to know the professors (who are the reason I came here). I do agree, though, that Bush should be better known on campus. More and also effective advertising is a better solution than rolling it into a different department. Personally, I think it is a mark of success that most of the cohort is not from Texas A&M. If most of your recruiting is coming from your undergraduates instead of the rest of the country, your program isn't good, it's just an easy choice. It also leads to significantly more diversity both in terms of the education and experiences that students have had prior to getting here and in literal terms of diversity such as protected classes of people. If you want to fundamentally change what the Bush School is, then a merger makes sense. But if the unique vision and benefits that Bush provides are important, and I think they are, then consider alternative solutions.

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The realignment to create the College of Arts and Sciences is fantastic. I think combining these currently separated colleges will allow the students to feel like they are part of something important at the University. Currently it feels like Engineering, Business, and AG are more important than everything else and I don't necessarily think that is a bad thing. But combining three separate colleges and hopefully giving them the facility and numbers to be impactful will help many more students feel like they are part of one of the premier colleges at TAMU. Hopefully you keep ECON in with the Arts and Sciences. Don't move it over to Bush.

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The appeal of Texas A&M personally came from the fact that we have a college of geosciences. If the college is dissolved or merged into another, this would take away the appeal to many like-minded incoming students who want a holistic geosciences education. Please don't do this.

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I am against realignment which would put science and arts together. The needs of a chemistry differ significantly from the needs of a historian. While the report suggests this would be a streamlining move, I think that lumping together too many dissimilar departments will actually increase inefficiency in practice as students, faculty and staff with no significant professional connections will be forced into the same grouping.

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The new Institute of Biological Life Sciences should have some collaboration or overlap with the Biomedical Engineering and Agricultural and Biological Engineering departments as these have active collaborations and faculty and student applicants to both institutes typically have overlapping interests.

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As someone who spent two years in the College of Geoscience, and has now transferred to the College of Liberal Arts, I think the new academic realignment recommendation #1 does not make sense. When I was in my first college/department, I really enjoyed its specific programs and faculty that were unique to the college. It made me more motivated to buy "College of Geoscience" merchandise, and speak to different advisors in the department. Not to mention the course-load for this college is very different from those in the College of Liberal Arts, College of Science, etc. It would not be a smart change to intertwine all these departments and confuse students, especially when it comes to finding advisors or specific degree information. Now that I am in the College of Liberal Arts, I was so excited to get connected with this college and even join the Liberal Arts Student Council Organization. A club that can really connect me to my specific major and department. I believe the structure A&M has now is the most beneficial to faculty, staff and students. It makes students feel like they have a close-knit community, and encourages them to get involved with their school. A&M is a school that prides themselves on "tradition," but this major change would contradict that.

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Change the way you teach students, tests are not that important, they don't benefit any of the students they just help the school get ranked and get results. Maybe it is time to start developing classes to be more appropriate for the 21st century and not the 20th century. Times have changed, the way classes are being taught needs to change. That is the academic realignment that is needed, not combining departments.

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I agree that something should be done to increase education in the arts on campus and agree wholeheartedly with recommendations 1 and 2. This will draw more students that previously have not been students because of the lack of programs for their specific fields of interest. As a political science major, I also agree with recommendation 4.

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Just remember you are representing the Texas A&M University, you have to adhere to the values, ethics and views of the University's current students and Alumni. Not the other way around. You're not representing the University of Texas or any of their systems

## Academic Realignment - Former Student

Please provide your comments related to Academic Realignment:

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I disagree with the idea of moving Construction Science out of the College of Architecture. While I was not in the University Studies program in the College of Architecture, I had the privilege of going on study abroad with many of those students during one of my summer semesters. The USAR program is an absolutely fantastic program. It is essentially a "discount" construction science program. The students who go into that program on average only make a few thousand dollars less than construction science students. I think that is a fantastic opportunity provided to kids who otherwise may have ended up doing something they didn't like with less market value because they couldn't get into the Construction Science program. Moving Construction Science to the College of Engineering will undoubtedly make it much harder to get into Construction Science to start with. Then, on top of that, who knows what will come of the USAR program. The College of Engineering is generally much less nice to those students who could not make it into their programs. I think moving the Construction Science department to the College of Engineering would be devastating for the USAR program, possibly one of the best programs in at TAMU.

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What oh why would you put arts and science together??? Makes no sense at all. I have a liberal arts degree (psychology). Being swallowed up by science would NOT be beneficial! I really believe this poses more harm to both schools. And if you're going to have a school of performing ARTS maybe that should be with the liberal ARTS college. You know, the people who are reading and writing the plays could be with the ones bringing the art to life. I also believe that architecture would be negatively impacted by being combined with engineering. It seems like this 'bigger is better' model may be good for the staff, but it loses sight of the student. As a student and now a parent of three students, the smaller community of separate colleges is vital for student engagement and success. The university is big enough as it is. Finding a smaller home within a college is important. This plan takes that away from the students. The College of Geosciences is one of the best in the country and could be completely lost in a bigger combined college. It seems that a good part of the rationale here is 'lots of other schools are doing it.' Since when does TAMU desire to settle for being like others. Let's continue to be set apart and different. Let's allow this smaller college homes to have a narrower and specific focus on doing the things in each college to guide those particular students to academic and future success.

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The relocation of Construction Science to the College of Engineering is of significant concern to me. As a graduate of the Building Construction program, founding member and past president of its Construction Industry Advisory Council and consumer of the product it produces for many years I am very concerned about the fit with engineering. What we do is very different than the process of engineering and is all about practical application and growth and leadership of people. This is not the focus of engineering disciplines or the teaching of engineering. As an industry we benefit significantly from being able to hire young professionals that have been taught by extremely experienced industry professionals with many years of hands on experience. Our concern is that this will be lost in the proposed move.

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I strongly urge you not to follow the proposal for academic realignment. Increasing the visibility and scope of the College of Liberal Arts can surely be accomplished in a way that is not at the expense of the College of Science and the College of Geosciences.

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Texas A&M has a strong STEM basis which includes a strong College of Science. I do not think that combining Liberal Arts and Science will be good for STEM education. From reading the report, it sounds like they are recommending using the strong science basis to try to increase Liberal Arts. We need to use the strong basis in science to continue to strengthen our science departments. As the report pointed out, there are several state school options for students interested in liberal arts and performing arts. I do not think it is in the best interest of Texas A&M to try to play "catch-up" to other institutions in this area. Texas A&M is strong in the areas that focus on STEM and should continue to focus in these areas. Everything points to STEM being the future to solve issues facing the country and the world. We should focus and build on our strengths. Also, Biology should remain in the College of Science. Biology does impact AgriLife, but it also impacts Health Sciences and Veterinary Sciences. If it is moved to AgriLife, it would limit its impact because that would become the focus of biology. It would be better to identify the various biology courses in the various colleges and move them all to the Department of Biology in the College of Science. Again, this would help to strengthen biology not weaken it by limiting its focus to just one area. I agree that the College of Geosciences is a small



college and should be combined with another college to help with overhead costs. From reviewing the degree programs offered, it does appear that the College of Science would be place to move the geoscience degrees. I do agree that moving Political Science to the Bush School makes sense. Since the Bush School's focus is public service and that definitely lives in the political environment. I do think we need to study where is the best fit for journalism i the university. First, we need to define what journalism in the future will look like because it will definitely be different than newspapers. Maybe it should be communications rather than journalism. In this sense, it would include how to distinguish between news (facts only) and view points. Maybe a good fit would be in the Marketing Department of Mays school. Students would learn the best ways to communicate what they are telling the public. In summary, I feel Texas A&M needs to focus on its strengths and not try to be like other universities.

The College of Geosciences should remain independent. It hosts a unique culture and combining it with totally unrelated academic programs would serve to diminish it.

I agree with the recommendations to combine colleges to create the College of Arts & Sciences as described in Recommendation #1 and #2. However, I do NOT want A&M to add any Music degree programs that simply duplicate great music degrees offered at other universities in Texas. As a taxpayer and an A&M Former Student as well as an advocate for and lover of music, dance and visualization, I do NOT endorse creating duplicate programs across the state simply "because they're nice to offer." We do NOT need to provide duplicate music degree programs at A&M simply to attract more Liberal Arts/Fine Arts students. Texas already has excellent music and arts programs at other state universities. This report cites those programs as ones to be imitated by A&M. NONSENSE! The state should NOT and CANNOT afford to offer all things to all students at every single university in the state. This dilutes the quality of faculty and staff at each university, this duplicates programs that in turn require yet more and more ADDITIONAL facilities and administrative staff and their COSTS to the taxpayers. WHY do this?? If a student is that dedicated to a music or fine arts degree, let him/her pursue it at UT, UNT, Sam Houston State, SFA, UH...there are many fine, fully established music and arts programs/degrees at those colleges. A&M can continue to provide "outlets" and basic "performance" courses for Aggies wanting to play in a jazz band, concert band, symphony, to sing with the Century Singers, Singing Cadets, etc. But we do NOT need to duplicate the extraordinary costs for more faculty and staff here when many other Texas state colleges have plenty of room for students to get their music/arts degrees elsewhere. A&M will NOT "suffer" if we don't add STEAM degrees along with STEM. Universities CANNOT and SHOULD NOT try to be ALL things to ALL people. That's wasteful and dilutes the excellence levels each university has developed over the years. EVERY college does not need to offer law degrees, or vet degrees, or music degrees, or engineering degrees, or architecture degrees, etc. But you get my point. Regardless of how "convenient" it might be to students to have ALL degrees offered at ALL of our universities, it is extremely wasteful and COSTLY to taxpayers as well as to students. My oldest sister desperately wanted to attend A&M. But she also wanted to major in music, given her superb talent on the piano and organ. She made the difficult choice to go to North Texas, not A&M. Life is not fair, never will be. We all have to make choices and won't always get the results we want and expect. Recommendation #3: I have a Journalism degree from Texas A&M in 1974. However, I oppose restarting the Department of Journalism and degree program UNLESS it is structured differently than ours in the 1970s. The majority of faculty teaching journalism then and for many years after openly preached how news media were the gods of the country, virtually above the law, only answerable to each other but definitely responsible for keeping government and the rest of the country "in line." During class discussions and lectures, faculty mouthed words about independent thought and reporting, but only if it matched the words and tone of the NY Times and Washington Post. All authorities--including all A&M administrative authorities--were to be mocked, distrusted and vilified. Editorial writing had to stem from very liberal viewpoints. Period. Sadly, social media/texting prevent students from knowing how to write complete sentences, punctuate, or spell. (Most ignore their auto-correct features!! Lol!) Basic writing and oral communication skills should be taught BEFORE reaching college. But I'm aware many brilliant students wrapped in STEM courses cannot communicate orally or in writing their brilliant knowledge and research. They DO need basic communication and composition training. I endorse those classes. Recommendation #4-9: I heartily endorse the report findings. A LOT of oxen will be gored. Jobs at all levels likely changed, enhanced, even lost in some cases. But these major steps pay off long term. Every one of the private sector companies for which I worked was pressured by market forces to take difficult steps to survive and thrive. I have been laid off for "economic reasons" and "downsizing." It hurt like hell. But companies and colleges cannot afford to exist simply to "provide jobs." Each branch and level of A&M, each job, must serve a distinct and truly needed purpose. Tax dollars ARE limited, contrary to what many think. We must take those tough steps to ensure the entire university survives, not just a few isolated ivory towers.

Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. \*\*I disagree with this alignment. Texas A&M has set itself apart by providing dedicated Administration for study in those fields within the separate Liberal Arts and Sciences colleges. This allows educational specialists, in the separate areas, drive the future of the curriculum for students. You can achieve a balanced curriculum by continuing to collaborate across separate colleges without combining them. The combining of colleges likely will drive away top candidates from pursuing Texas A&M.

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Creating a College of Arts and Sciences gives a higher profile to those programs, and creates helpful paring with Agriculture, Engineering, and A&M Health.

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This is the most concerning section of the report to me. I strongly disagree with about half of the recommendations put forth here, including Finding 1, parts of Finding 2, parts of Finding 5, parts of Finding 6, and most of Finding 9. Merging Liberal Arts & Science seems like it is being recommended just to make the combined college bigger, which doesn't in itself seem to create any benefit. It seems like while the college of science might benefit from some internal reorganization, the thrust of this item is to prop up liberal arts by combining it with science. Finding 2 is another example of taking a strong program & dragging it down by tying it to unrelated, weaker/new programs. I am strongly opposed to the Department of Visualization leaving the College of Architecture. It was born there, and is strongly linked to the way architecture is designed and presented, and should stay there. Finding 3 makes sense, and I would further suggest that Journalism, along with possibly other related liberal arts majors like communications, combine with Finding 4 and move them to the Bush school as well to expand its base. Finding 5 regarding reorganizing Biology/Science makes sense, but I disagree with moving any of it to a college of liberal arts & sciences, as mentioned above. Finding 6, again I disagree with the creation of a college of liberal arts & sciences. Beyond that I don't have too much opinion on moving/merging University Libraries. Finding 7 makes sense, assuming there were not major objections from TAMU Health personnel on the changes suggested by their own internal assessment. Finding 8 seems logical, again assuming those directly affected by the reorganization agree it makes sense. Finding 9a - University Studies is a bad major to offer. It formalizes being directionless and makes it acceptable to the university, which to me signals a lack of caring about the student. It says "please come and spend money for 4+ years here while we do nothing to help you become prepared & qualified for a career" to me, which is not being a good steward to the citizens of Texas as such students would likely graduate with large debt and few career prospects. Finding 9b - I would defer to those in the College of Veterinary Medicine. I know it is one of the premier colleges at the university, and I would not want to detract or negatively impact it. I also question the rationale that states the USDA reported needs for large animal vets, but really only focuses on small animal items. Maybe the assessment found the large animal facilities and curriculum were already in good standing & just didn't state it in this assessment? Finding 9c - Construction Science is not engineering, and needs to stay integral with the School of Architecture. A&M has always had a reputation for more technically prepared students in the field of architecture, and I think a big part of that is the integration with construction science. This allows students to get hands-on experience building aspects of their designs and really understand the tectonics of buildings. There is also no mention of where the School of Architecture fits into the four-legged stool approach to the university reorganization. I think a greater problem in why the school has stagnated in rankings is due to the prolonged lack of leadership & politics involved in selecting deans & department heads. Hopefully the suggestions under Faculty Affairs would help to address this aspect that the school has struggled with since I was there. Finding 9d - I think this part of finding 9 is the least objectionable.

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Do NOT get a journalism department. These are going the way of the edsel and dinosaur. Do NOT merge Arts and Sciences. We are NOT in Michigan, nor do we want to do things like a yankee university.

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Agree we need a New College of Arts and Sciences, but disagree on moving the Department of Visualization. Architecture is over 100 years old in A&M and art and design is an integral part of our profession. I also disagree on moving Construction Science to Engineering, it is such an integral part of our profession and is growing closer.

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Howdy! I am writing relating to Finding #4 under Academic Realignment. I am a proud graduate of both the Political Science department (2009) and the Bush School (2011). I was happy to read of the strong support for these departments. I think fulfilling the recommendation to merge these departments, however, would have a detrimental effect on the culture of the Bush School. The Bush School's selective criteria and shared experience of the master's degree programs have an enormous positive impact on the School's culture. Bringing undergraduates into the department will dilute the prestige of being a "Bush School graduate." I have worked in the public sector since graduating and know the strong reputation of the Bush School across the country. I urge rejection of this recommendation to keep the Bush School as a graduate-only department. Thank you for the work put into this matter

and for your consideration of my thoughts.

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I strongly disagree with the proposition of combining the colleges of science, geoscience and liberal arts. On the whole, the mission of these divisions do not mesh. Science is the study the world around us; such an endeavor is vitally important to both furthering mankind and preserving the life of our planet. While it is also important to understand human nature, the overall goal of the Liberal Arts is not focused on the world around us, but more introspective. To combine the college of science and geosciences could align similar goals, but the inclusion of the liberal arts college would create an divergent path for leadership. This divergent pathway between objective pull of the hard sciences and the subjective pull of liberal arts could change the course of a unified college limiting the potential of both. I feel it could be beneficial to combine sciences and geosciences but allow the liberal arts to remain independent

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I strongly disagree with Recommendation #1. I do not believe that the visions of the Colleges of Sciences, Liberal Arts, and Geosciences are aligned, and that strongly believe that combining the three Colleges would be detrimental to the goals of each. TAMU is a STEM focused University, and I do not believe that creating a new "College of Arts and Science" will do anything to create a stronger advocacy for the arts. The College of Engineering is a cohesive unit in which all the students enrolled are trying to become Engineers. The College of Business is a cohesive unit in which all the students enrolled are trying to enter the Business field. A "College of Arts and Sciences" is a divisive unit in which half of the students are trying to becoming scientists, and the other half are trying to study the arts. I strongly oppose every subsequent Recommendation that proposes additions to the new "College of Arts and Sciences." As if combining the 3 existing colleges doesn't create a muddled enough mess, further adding on all the extra proposed groups (Journalism, Libraries, University Studies, etc.) just creates a large, unfocused, mess of a College that is being pulled in too many directions to have proper leadership, or sufficiently fulfill the needs of its now incredibly diverse students. I cannot emphasize enough how terrible I think this idea is. I am happy to discuss further at any point in time. If the consideration for combining the colleges is based on financial savings, then consider combining the Colleges of Science and Geosciences into one larger College of Sciences, and combing the College of Liberal Arts with the proposed School of Visual and Performing Arts from Recommendation #2. This second, larger College of Liberal, Visual, and Performing Arts can also house the Journalism School and Libraries from subsequent recommendations.

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As a former geoscience student, I am advocating against merging arts & sciences. The college of geosciences enjoys a tight knit community, which allows for fewer distractions & more care per student. O&M and Halbouty are unique to us and we are proud of our little college! It makes A&M unique and it gives geoscience students something that feels specifically ours. The merger would drown geosciences within the larger colleges of science & liberal arts, and may give less exposure to geosciences than already exists. I am against the merger for these reasons and more. The college of geosciences is special and unique, and I believe it should remain its own college.

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Regarding the proposal to re-establish a Department of Journalism: As a graduate of the original Department of Journalism program, I was disheartened to see the program disbanded some years ago. I will be equally disheartened if a program is re-established without a commitment to teach true, unbiased, fact-based journalism. If the approach here turns out to be creation of agenda-based "journalism" education, please don't even bother. Let t.u., Missouri and the others pump out those graduates. Your rationale states, "To aid in the restoration of trust in media and increase engagement rates, it is key that students and the public gain a comprehensive understanding of journalistic terms, processes, and transparency practices to become more responsible consumers and producers of journalism." At the core of this quest is the creation of a program - led by conservative practitioners (assuming you can find them) - that will encourage students to be dogged in the pursuit of facts, undeterred by political pressures and biases, and objective and unafraid in their reporting of findings. I would support a program that proves itself to be of that making.

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Several academic realignment recommendations are very bad. Texas A&M should strive to do what is best for Texas A&M, not based on what other universities are doing that might be much smaller in scale, or different in focus. The recommendation to remove Visualization from Architecture is a bad idea. Visualization and Architecture are more similar than the other programs indicated, and it is important these students share the same spaces. Refocusing the College of Architecture as proposed is a terrible idea. These four programs (Visualization, Architecture, Urban Planning, and Construction Science) mesh well together and the variety of perspectives students can get from classes and faculty will be lost with the proposed moves. Construction science students are totally different from engineering students as well. As a graduate of both College of Engineering and College of Architecture, I am deeply concerned about the proposals to gut the College of Architecture contained in this report. Other recommendations: Combining the arts, sciences, and geosciences mashes programs together that have different ways of learning and ways of knowing, and the

students are very different as well. Combining Political Science and the Bush School is a disservice to both units, and may be counter to the purposes they were created for (at least certainly for Bush School).

When discussing the four-legged stool structure of AgriLife, Engineering, Arts and Sciences, and A&M Health, there is no mention of the Mays Business School or the College of Education and Human Development as separate colleges. Would they remain separate or be absorbed into this four-legged stool structure? I would think given the academic standing and reputation of the Mays Business School, you would keep it as a separate college/academic unit as it would not seem to fit under those other four. Clarification is needed on this, as well as pertaining to the College of Education and Human Development.

I am very much opposed to combining the colleges of geosciences, science and liberal arts. Graduates from the college of geosciences are very proud and I would expect that merger to cost the university in donations.

If the College of Science is moved into the Liberal Arts, it would dilute the sciences and tend to lessen the emphasis on STEM education at a time when there needs to be more focus. If that move occurs, I will STOP my support through the endowed scholarships I have given and other support of the university as a Legacy Society member.

Leave structure as is. Construction Science and Visualization are both high ranking and well known. Moving them to another college could change that.

academic programs should reflect real world expectations of career fields. students should be encouraged to pursue different majors and change programs as they see fit to see where they fit best in the world

This MGT survey was an abomination. Pushing the narrative further to change the campus and overhaul it to be another run of the mill university. What gives Texas A&M its strength, power, and future, are the very things that make us unique. Curious how none of the universities we were peer/compared to are even in Texas. These comparison universities are beneath us, or different entirely, in the same manner as milking a cow vs milking a bull, and the complaining that your milk tastes differently. Cherry picked data to justify hitting Texas A&M with a banhammer and to alter the university, remove its identity, entirely. People say that what we identify as matters, well Texas A&M identifies as Texas A&M, and if you refute that, you're a bigot and are dismissing the lived truth of A&M. Yes the College of Engineering is huge, as it should be. Advising is decentralized, governed by each major, as they should be. You'll never have a one size fits all approach, and trying to shove the university and its respective colleges into a "big box store" feel, as this report would suggest, destroys the very fabric of what makes us Aggies. Trying to shove in 25,000 engineers by 2025 risks diluting down the degrees or simply put, dumbing down the curriculum to pursue more students.

Additionally, merging the College of Fine Arts and Sciences, as many smaller east coast schools do, does not make sense nor enable either entity the ability to perform as unique and necessary institutions on their own. If you wish to improve the university, might I recommend cost saving initiatives like never paying for another such a slanted and asinine survey again. Perhaps considering cutting the University Administration's salaries by 10% as well. Speaking of cost savings, DO NOT outsource student on and off campus transportation. The current model makes sense, and such outsourced services at other universities always ends up being more expensive in a matter of a couple of years than any immediate cost savings might hint. You will pay more, get less, and be confused as to why... Why was this even an option? Look at what happened with outsourcing dining services. Pursuing diversity over meritocracy, over talent or the outcome, is a fool's errand. Diversity should be cultivated organically and naturally, not forced and mandated. Diversity is great, but chasing metrics and numbers over anything else and rejecting the notion of assimilation while encouraging the students to celebrate what separates us is not healthy. Change for the sake of change simply to change and virtue signal will not yet results, will not bring us together, and will not continue the ability of A&M to be a natural melting pot. Let talent speak for itself, and let those who wish to join A&M do so freely. The desire to erase campus landmarks to resemble west coast university appeal also does not sit well with me. Remarks about the Corps of Cadets being "too Caucasian" is not only insulting to our diverse group of Cadets but a surface attack on the Corps' rich history and selfless service.

Creating more commissioned officers to the US Military than all the service academies combined should tell you that the Corps has the ability to form the talent, respect, and love for each other that is required in a military environment. The Corps of Cadets, and the College of Engineering, are fine examples of successful melting pots creating cohesion and powerful leaders. As they say, Highway 6 runs both ways. If faculty, administration, or students, do not like Texas A&M, they are free to leave whenever, and can go attend or work for a university more aligned with their emotional support needs. Those who wish to be Aggies will be Aggies. The University has thrived for a century and a half being run the way it is... Forcing us to change to be similar to UCLA or Maryland will destroy our identity. I say this as a First Generation Aggie, who came not from wealth, but a family of poor immigrants, refugees, and poverty. As the first in my family to go to college, A&M represented everything I aspired to pursue and be. I took on tremendous debt to break the

cycle of poverty in my family. Texas A&M was the beacon to freedom, and it still is. The desire of the MGT survey however risks undermining that legacy for the Boogeyman fighting game of "equity" and "diversity and inclusion" while throwing out the University as we know it. I strongly believe the MGT Report offers the chance/opportunity/paper thin justification to radicalize and change the University to better suit the political leaning aspirations of those who dislike Texas A&M.

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My comments below are in direct reference to the recommended change to move the Department of Construction Science to the College of Engineering. I was part of the Department of Construction Science during my time at Texas A&M and graduated in 1999. First, moving the Department of Construction Science to the College of Engineering could place challenges on the talent recruitment for our industry at a time when the construction workforce is already strained. The Construction Science Program currently caters heavily to the building construction industry. If the department were moved to the College of Engineering, the building construction industry would be "competing" with a much larger variety of industries as opposed to just the actual building construction industry. Secondly, at other universities where their construction management program is under the engineering college umbrella, the curriculum is vastly different than that of what our program possesses today. Much of the curriculum in engineering colleges lacks key elements that have been developed in Texas A&M's current Construction Science curriculum specifically for the commercial and residential building construction industry. Lastly, in the commercial building construction industry, architects are the primary hub for the design team. Moving our students out of the College of Architecture would distance them from students in architecture creating an inconsistent environment than what exists in our industry. This collaboration is already challenging to implement in the higher education model and would be worsened if this move were implemented. As a former student from the Department of Construction Science, I implore those that ultimately will make the final decision to not accept and implement the recommended change to move the Department of Construction Science to the College of Engineering. To me, there are just too many negatives that come with making this recommended change.

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Very much agree to moving construction science to engineering and visualization to a new Arts department. Also Journalism and Communications having their own respected department This is how University of Texas is set up and this teaches, serves, and challenges the students and is overall more impactful and impressive for the university on a whole. This would be more desirable to prospective students and meet the academia needs of students of today and be more progressive!

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In regards to the recommendation to move the Department of Construction Science out of the College of Architecture and into the College of Engineering, I have serious concerns over the recommendation. As a former Construction Science student and industry professional, moving the department out of Architecture would have serious negative impacts on Construction Science. I previously worked for a large general contractor in Houston that recruited heavily from the A&M Construction Science program, I am currently [REDACTED]. In addition to my personal feelings, many of my industry member companies share my concerns with a potential move. A move into engineering would negatively affect the industries ability to recruit talent, which is already in short supply. The current curriculum is incredible, and heavily influenced by the people within the industry to prepare students for their futures in the construction industry. It is a practical curriculum based in real world application, and the construction science students graduate ready to contribute immediately to their companies. Please please consider discussing this move further with industry professionals prior to making it a reality. I would be happy to facilitate a discussion between my members and President Banks, as many of them are Aggies and care very much about the success of the University in addition to the students who contribute to the industry's success. [REDACTED]

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I concur with the report findings.

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[REDACTED] I am a Construction Science graduate from the Class of 1997. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. [REDACTED] I have always worked in engineering when I was using my degree. I worked for [REDACTED]. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never

being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards,

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The "realignment" of academic fields should not forsake the true strength and legacy of traditional A&M studies, those of Agriculture and Engineering. We are not, and should not pretend to be, a Liberal Arts institution.

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Many of the recommendations are valid and would have positive affects for the students of the university. The restructuring of the college of science to essentially strip it of a purely science department of biology does not seem wise. If there is, as the report indicates, a duplication of and a confusion of assisting students, it betters serves for those biology components outside of the biology department be brought under the biology department umbrella. This provides students the ability to receive guidance from faculty that knows and understands all branches of the biology science. Also, the research provided by the biology department is vital to the building of the university's reputation as a world class research university.

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To what? Please give some reference.

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BIMS must be reorganized ASAP- There are not enough seats offered for core classes- every semester- why?. Students must be forced into classes by advisors who do not respond for months. Classes must be taken in an approved sequence and there are never seats available. Students should not have to contact advisors every semester to get their classes. Advisors give incorrect information they do not stand behind causing students not to graduate on time. Why does A&M accept payment for a degree that students cannot register for core classes? BIMS does not offer human anatomy- any student who wishes to continue in the human medical field must re-take this class to be accepted into medical programs. Do not advertise as a pre-med/pre-dental program when it is only veterinary-based. It is clear the current BIMS staff are not able to offer a functioning program to students. Degree plans are changed without informing JR and SR students of new requirements. Consider joining parents groups to read issues first hand. Students leave this program saying BIMS staff do not care, are unhelpful, and offer nothing to help students succeed- it is a battle to graduate in this program. PLEASE make this a priority to improve it is disgraceful- Texas A&M can and must do better. Thank you

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The College of GeoScience should stay where it is at. I do not like the idea of mixing it with Science and Arts. We have a great department please don't mess with it. My daughter is a senior geology major. Also keep construction science out

of engineering. My husband has that degree and it is a well respected program and his company only hires hires in that field. Moving it to engineering is a terrible idea especially with the present ETAM. Construction Science don't even take Chemistry etc.

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I fully support the recommendation to invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. However, I do not support shifting the focus of the university by combining the College of Liberal Arts with the College of Science and the College of Geosciences. I prefer Texas A&M remain a STEM-focused university, true to its own values and foundation, without regard to what peer institutions do.

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I am VEHEMENTLY opposed to Rec #1. This consolidation would push away employment opportunities, student development and water down the degrees that make Texas A&M unique. Why on earth would you risk the #2 national ranking for meteorology? Why would you jeopardize the attractiveness of students in your undergraduate and graduate Geology programs by pushing their majors into a "diluted" or "smorgasbord" college? Rec #2 - A quick conversation with Pixar and the vast number of NATIONALLY known companies would steer you away from moving the Department of Visualization. The technical nature of the TAMU Viz program is why it is one of the most IN DEMAND degrees. If you are insistent on building/growing Visual and Performing Arts degrees, then expand the College of Liberal Arts to include more degrees in music and art. Rec #3 - I wholeheartedly support establishing a Department of Journalism (re-establishing it for those former students who recall when there was one), but it should be within the College of Liberal Arts and NOT in a combined Arts and Sciences college. There could be/should be more synergies with the Communications and English departments and leverage partnerships with Sports Management and Marketing. It's disappointing that the University of Houston has a stronger reputation in journalism simply because they have a focused department, yet TAMU has equal or more infrastructure to support this department. p.28 "Create expanded opportunities, like internship programs, for students to interact with local as well as national professional journalists, media outlets and related companies. I agree with this concept, but there needs to be a significant increase in oversight of the internship process, especially the unpaid internships that are often promoted/encouraged/required for graduation. Local companies (like the Brazos Valley Bombers) take advantage of these requirements and create unsafe and unrealistic roles under the guise of "internships." For example, 60 hours of unpaid duties including cleaning, laundry, food sales and equipment transport should not be allowable to meet the requirements for Journalism, Communications, Sports Management, etc. Rec #4 - moving/merging the Department of Political Science to the Bush School is one of the most logical recommendations in this entire report. It would enable synergies of professors and extracurricular/development activities. Rec #5 - Merging the Department of Biology and the Biomedical Sciences Program into Biological Life Sciences makes a lot of sense for shared resources (professors, advisors, labs). Unless SIGNIFICANT attention is placed on the underperformance of professors/teaching staff, you will continue to see large dropout rates and very few minority students reach graduation levels. If TAMU is truly committed to Diversity, the University must intervene and provide support for the first and second year classes which have gone from "weed out" to "drop out." Rec #6 - I disagree with this proposal. The new department of library sciences is needed, but it should be within the College of Liberal Arts. I am completely against a College of Arts and Sciences as it will dilute ALL of the degrees within the college. Rec #9 - I agree with the consolidation of University Studies degrees as the current "smattering" leads to haphazard advising, poor focus on degree plans and unrealistic expectations of students and parents. These degrees should be folded into the College of Liberal Arts as is seen at many similar institutions. Rec #9b - I agree that the College of Vet Medicine should be on graduate education only and I support the construction of a new small animal hospital. Rec #9c - It is clear that the authors of this document are not well versed in the University rankings by employers. The Department of Construction Science has one of the highest placement rates because it sits WITHIN the College of Architecture. A move to the College of Engineering would dilute the Construction Science program and remove a key recruitment factor (of the architecture foundation that exists today). Rec #9d - I support the consolidation of Health and Kinesiology with the School of Public Health. Many students who major in Health and Kinesiology are pursuing medical/health post graduate studies and the connection would provide synergies in instruction, advising and career development.

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I think the recommendation to put the Department of Visualization into the new School of Visual and Performing Arts is a good move and will increase the funding and grow the department. Meanwhile hopefully retaining and acquiring more key instructors to prepare students for work in the animation/digital creation fields. It might also do away with the strict study abroad/internships program as a requirement that has historically been difficult and expensive for Viz students. Lots of Viz students go into tremendous debt to meet this requirement and the alternative to do an internship has a lot of criteria that make it equally troubling to organize/attain. I think separating the department from the study abroad

broad requirements of the College would benefit students in the long run.

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A&M has historically enjoyed strong Engineering and Agricultural Colleges and departments and these have been the strength of the University. The Liberal Arts College has, for all practical purposes, been a support college for Engineering and Agriculture. Do not change this dynamic.

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Agree with most recommendations. Specifically believe that the College of Architecture should focus on its name, ARCHITECTURE, however this should include a baseline course in construction methodologies, knowledge of materials, processes and practicalities/realities of implementation of design. Too many young architects come out of school with no ability to design buildable projects. Architecture should not lose its role as the driving discipline in the planning and design of facilities for human use. The college should include an Interior Architecture/Design department. The profession needs professionals who understand and can lead interdisciplinary teams across all project stakeholders. Architecture should maintain its focus on teaching how to think, being able to array and assimilate diverse information that while always incomplete leads to appropriate solutions. A strong collaboration should still exist between Visualization and Construction Sciences even if no longer in the College.

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Realignment of Academic affairs. The committee did not address EnMed. There needs to be a realignment of the EnMed program with respect to COM. It is very difficult when you have COM whose organization and members focus specifically on rural and military medicine, and do not have engineering degrees, to provide oversight and have decision making over EnMed. COM has responsibility for the admissions committee which oversees both COM and EnMed, and yet EnMed requires an engineering undergraduate degree and an engineering master's degree as well as an MD. The individuals in the EnMed program are much different in backgrounds and capabilities than the rural medicine doctors at COM. COM has control of the Admissions Committee for students applying to the EnMed program, they oversee the EnMed and the student admission process and selection, they choose the Dean of the EnMed program, and to add to this problem, COM itself is very dysfunctional. Of all the subjects that were evaluated, the one that has been missed with a big red exclamation point is EnMed and COM. You cannot have two more different organizations. One, COM, is in charge of the other and yet has so few skill sets and commonality of the EnMed program. This dysfunction must be addressed in more detail and resolved, as EnMed and its staff and students are in a very difficult operating structure as long as they are controlled by COM of the A&M medical campus.

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While I generally agree with most of the recommendations cited in the Academic Realignment section of this report, I STRONGLY DISAGREE with combining the College of Liberal Arts, College of Science, and College of Geosciences. The rationale for combining these colleges (other large universities have done this) is, at best, a weak argument. One of TAMU's strengths is its unique academic environment. Additionally, making a College much larger seems to be counter to the overall goal of making Colleges and Departments more efficient. In order to centralize operations, I would recommend combining the Colleges of Science and Geosciences while keeping the College of Liberal Arts separate. Moreover, I don't disagree with most of the other recommendations but would still keep separate the College of Liberal Arts separate from the new College of Science. I agree with establishing a new School of Visual and Performing Arts, Department of Journalism, merging the Bush School and Political Science Departments, Department of Library Sciences. I would, however, place these new schools / departments in the College of Liberal Arts. Similarly, I would agree with creation of the new Institute of Biological Life Sciences (and inclusion in the College of Science) and a continued collaboration with the College of Veterinary Medicine. I also agree with relocating the Department of Construction Science (with Architecture, Landscape Architecture, and Urban Planning) to the College of Engineering. More specifically, I would recommend moving the Construction Science the Department to Civil Engineering. Much of the Civil Engineering program deals with design and construction of structures, so Construction Science would fit perfectly. Finally, I agree with moving the Technology Management Degree Program to the Department of Engineering Technology.

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TAMU is known for a strong engineering and ag/vet school and every school has it's key strengths. We also seem to be growing well in our presence in health. My hope is that TAMU will not lose it's strengths by trying to diversify into the arts/journalism. I don't think it's bad to have a specialty that we are known for and primarily invest in. I disagree with putting Construction Science in Engineering, as this is not an engineering degree. This program has a different focus, certifications, and is not aligned with engineering. It is fit to stay in architecture where like companies come to do hiring and brand building on campus.

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Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. Agree; combining separate colleges will provide streamlined governance and



collaboration across these colleges. Recommendation #2: Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school. Disagree; A&M should continue to focus on the core curriculum of engineering and sciences and leave the Department of Visualization in Architecture. Recommendation #3: Establish a Department of Journalism Disagree. If The Battalion is an example of what a school of Journalism would teach, then we do not need to grow this type of anti-A&M, slanted reporting. Recommendation #4: Elevate and expand the Bush School of Government and Public Service to be a highly visible and accessible part of the university portfolio through significant investment and a merger with the Department of Political Science. Sounds reasonable and an overdue alignment. Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. Agree and also overdue. Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences. No opinion Recommendation #7: Implement recommendations from the Texas A&M Health Administrative Organization Structure and Budget Assessment No opinion Recommendation #8: Improve research organization at TAMU Health This section is confusing and the recommendations are wordy. I agree with early-stage health knowledge program, but find the other recommendations hard to follow. Recommendation #9a. Reassign the University Studies degree program exclusively to the College of Arts and Sciences. Agree. Recommendation #9b Refocus the College of Veterinary Medicine on the core mission of graduate education and invest in the construction of a new Small Animal Hospital. Agree. Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning Agree including moving Construction Science to Engineering. Recommendation #9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. Move the Technology Management Degree Program to the Department of Engineering Technology. Agree. To myself, arts are vastly different than sciences not to mention the personalities drawn to each. I submit the College of Science and the College of Geosciences is a possible win-win scenario; however, the College of Arts should stand on its own. The other eight recommendations seem appropriate particularly from a timing point of view and would expand the overall student experience.

I strongly oppose the consolidation of the Colleges of Liberal Arts, Sciences, and Geosciences. Promoting and expanding the LA studies (and incorporating an enhanced PA program) has merit, but these programs can and should dance on their own two feet. • For the purpose of creating a large college for a 4-legged stool? (This was at the forefront of the rationale.) Maybe this would be advantageous for the LA and PA studies, but it would come at the severe cost of diluting the visibility of the sciences. Surely, the consulting firms do not believe Dance and Geophysics offers a level of synergy that would benefit either. And if bigger is better, why then decrease the size of the College of Architecture? • Because the University of Michigan and the University of Florida have Arts and Sciences within the same college? Since when does TAMU want to be a part of a herd? There was nothing in the report that suggested that UM's and UF's structure was superior. • Quite possibly, the importance and the visibility of the Geosciences has never been greater, and today's climate issues will guarantee this will continue decades into the future. Efforts should be made to significantly enhance the presence of the College of Geosciences at A&M. Relegating it to a department within a large hodge-podge of unrelated entities will have the opposite (and negative) impact. This "Comprehensive Review" mentioned the word Geosciences exactly twice in the entirety of the document. • In summary, none of the findings presented in the review suggested that the combination of these three colleges is a prudent move. ...Only that it might benefit the College of Liberal Arts due to an increased size advantage. The appearance is that this proposal is a large bullet point that only serves to justify the report. Better alternatives A) Rebrand the College of Liberal Arts to College of Arts. Combine the LA studies, PA studies, and Visualization, etal. B) Or, if cost savings via combining colleges is a true motive, then establish a new College of Arts and Architecture. Pros 1) Centralizing the units of Marketing and Communications, Human Resources, IT, Facilities, and Finance could improve efficiencies; However, this often looks better on paper than in practice. There will be many implementation hurdles and only a small efficiency (if any) will be gained. The payout period will be long. 2) Moving Building Construction to CoE seems practical, though not necessary. 3) Consolidating the various studies of Biology sounds logical.

I don't understand where the Mays College of Business fits into this realignment.

I was an English major & dance minor that graduated in 2006. I always felt the dance department was not in the right spot, but I was grateful we had one. I think creating a space for Visual & Pergorming Arts is huge! Texas A&M has so much to offer in most areas but does not have as much in the performing arts specifically. I think combining for a School

of Arts & Sciences could be really awesome for the university. This would give the dance department a better place & allow it to grow not only it's Dance Science major, but perhaps one day an MFA!

Students majoring in Journalism is declining so the program should be abolished rather than develop a new department. There are plenty of universities with sound journalism programs. Concentrate on what TAMU does best and don't try to be everything to all. The university isn't responsible for ensuring each student gets a job following graduation but it does have a responsibility of providing an education that gives graduates the skill sets necessary to compete in an ever demanding job market.

I was a business major while in school here. But I have been on the Development Council for CEHD for nearly 30 years and have a long love for the college and a sincere interest in who and how it serves the students and Texas A&M in the community. Some of the problems pointed out in the report between the overlap of certain programs between CEHD and Public Health are valid. I think that the "wet lab" programs of HLKN would be better suited for SPH. However, if I have read the report correctly, I think it would be a major mistake to move over to SPH everything that is currently residing in HLKN. Careful analysis needs to be made about the substance of the programs and where they would best fit. #1. A major misfit for SPH would be the sport management program. Sport management has been developed in CEHD over the past two + decades to be a top 5 program in the country; it is not by any reasonable objective analysis science/health based to merit a move to SPH. It would be like trying to put a square peg in a round hole. #2. Closely related to sport management is the Center for Sport Management for Research and Education. It's research and instruction is more teaching/business related, not health/science. #3. Another program currently in CEHD that needs to remain in there are the newly endowed Coaching Academy (related to K-12 teacher and coaching education and certification) and PEAP (physical education activities program, which would be the PE program when I was here many years ago. The courses in PEAP serve all students at A&M for "recreation for credit" and also help teachers become accredited to teach it. #4. Another CEHD program ill suited for transfer is Technology Management. It is proposed that it be moved to the Department of Engineering Technology. But when you look at the courses offered in it, it is fundamentally -as the title suggests-- a management course that is wholly unrelated to the disciplines of engineering. It is a program designed to help educators and others learn about technology and how to use it in supporting the education and business. It is an alternative course program for students who need to know about technology but who do not intend to be engineers. Again, transfer of it to the College of Engineering Technology would be like a fish out of water and a number of frustrated students. Finally, I need to hear more about merging the Political Science Department with the Bush School. More economic investment needs to be made in Bush. It is becoming a great graduate program recognized across the country. But I do not understand how its reputation will be enhanced by bringing in a number of undergrads, primarily for economic reasons. There may be very valuable reasons for doing so, but it was not presented in the report, at least to my satisfaction. Plus, what are the existing agreements with the Bush family and their feelings about the same? I think this is an issue that we cannot have too much information about.

Recommendation #1 fails to adequately support and promote STEM majors and the growing demand for college grads in these fields. While it may help to improve the academic experience of arts majors, it reduces the caliber of degree that STEM majors will have to market themselves with. Employers and companies looking to improve technologies and economies are not concerned with whether or not someone graduated from a larger sized college at TAMU--they're looking for people trained in STEM. To purport that a program such as dance & theatre arts is any bit as rigorous or demanding as the chemistry program, and therefore deserves the same level of administrative support and advocacy is preposterous. TAMU has focused on, and become recognized worldwide, for their STEM programs and graduates for a reason. Recommendation #4 is quite honestly a slap in the face to everyone who worked to establish a GRADUATE program for people pursuing a career in public service, and former students of the Bush School who had to complete their undergrad degree and then apply to be accepted into a demanding and intensive program. Especially considering students in numerous programs across TAMU already have the opportunity to participate in the 3+2 program, and earn their Bush School degree. A merger with the PoliSci Dept. would definitely help to improve the optics of that college and the caliber of their undergraduate degrees, but I fail to see where there's any benefit (aside from the referenced "significant investment") to the programs provided, the caliber of degrees awarded to graduate students, or furthering the missions and intentions The Bush School was founded with. Having been a part of the BIMS program before moving to COALS, I support Recommendation #5 as it will give students more leeway when completing courses and streamline programs, especially the switching of programs, for students.

As a land grant university, TAMU was founded to focus on agriculture and engineering, i.e. STEM education. Other outstanding universities have this focus and are considered "Top Tier." I was a STEM major who switched to Liberal Arts

and appreciated not having to go to a different university to do so, but to dilute the impact of our STEM programs by making Arts & Science the largest college is inadvisable. Other universities in Texas specialize in liberal arts programming, we should concentrate on what we do best. Not sure where the Mays School falls into the realignment either - it is a successful college that should continue to be nurtured. Merging biological studies is a no-brainer.

This topic is a huge portion of the report and covers many areas, much of which I agree and will enhance the image of the University in general and support student success. However, I am concerned with eliminating the College of Science as a separate entity. The College has made great strides in recruiting first generation students while focusing on academic support and retention of all students within the College. I enjoy the interaction with the Dean, department heads and professors within the C of S. I am also concerned that funding would be allocated to the liberal arts departments to the detriment of the C of S. I have committed a number of scholarships to the College through current giving and estate planning and should funding or structure change drastically it would cause me to rethink my estate plan commitment. I do like the idea of the Institute of Biological Life Sciences as an effort to streamline the various biology departments throughout the University. It pains me to see the Department of Biology disappear however. From a facilities standpoint, the Biology Building is in severe need of renovation and upgrade. I hope this can be accomplished with the new structure. I do not believe A&M requires a Department of Journalism as the University does not need to be an institution of all things to all potential students of the state. There are many public universities with the State of Texas that allow students to pursue journalism if they so desire. It would have been helpful to have a high level organization chart in the report to better visualize the proposed structure of the College of Arts and Sciences.

I am not in agreement with the part of recommendation 9C which calls for moving the Department of Construction Science to the College of Engineering. The collaboration in the built environment between Architects and Contractors is enhanced by training COSC and ARCH students to understand each other's needs and challenges. By learning and working together while in school they learn the nuances of the Design/Build industry. That would not occur by moving COSC out of the College of Architecture. I am a '68 ARCO graduate which is now COSC and I have two sons who are '95 and '01 COSC graduates. Thanks, [REDACTED]

In response specifically to recommendation #9C: speaking from my experience as a student from Fall '17 - Spring '21. The Department of Construction Science (COSC) has been a part of the College of Architecture for as long as I remember. This connection between the College of Architecture and the Department of Construction Science is one of the elements that makes COSC stand out as a nationally ranked program. I agree that there are many similarities between engineering and construction, so shifting COSC to the College of Engineering could be a positive outcome. In my opinion, the following conditions shall be met in order for this shift to occur: - Home base for COSC to remain at Francis Hall. - COSC advisers to remain integral to the department of COSC. Shout out to Mr. Daniel Wu. - Faculty, staff, and COSC leadership to remain as is. The department of Construction Science currently employs a plethora of knowledgeable, experienced, former, and current construction professors that bring key insight, knowledge, and experience to the classroom. I respect these professors and the knowledge and life advice they give out freely. These professors introduce the students to the tools that current industry professionals utilize. - All COSC courses indicated within the COSC 139 degree plan (or the most current COSC degree plan, including all lower level and upper level Junior and Senior level courses) shall not be removed and shall remain as the cornerstone of the COSC program. - No specific engineering courses that would drive a student away from the COSC degree shall be added. During my time at A&M, there were many engineering students that made the shift from mechanical/civil engineering to COSC on the basis of rigorous coursework and realizing that engineering is not the route they wanted to do. The COSC coursework brings its own rigor that is specific to the construction industry. - The COSC career fair shall not be changed and shall be managed by the COSC department directly. - The COSC internship requirement shall not be infringed or changed and shall remain a requirement for graduation. For me personally, the internship was the gateway for my current employment. - Student organizations including NAHB, AGC, ABC, AWIC, MECA, and CCL shall not be infringed upon. I was involved in leadership for AGC and NAHB; these organizations were a key part of my experience at Texas A&M. - COSC specific scholarship program shall not be changed or infringed upon. - COSC Hart Hat ceremony shall not be changed or infringed upon. - The Construction Industry Advisory Council shall not be changed or infringed upon. - The COSC related minors, specifically the leadership minor, shall not be changed or infringed upon.

Recommendation #2- Remove Department of Visualization from College of Architecture. Visualization is currently a core function of architecture and will become even more so in the future. Building information modeling, virtual visualization and virtual construction techniques are an integral part of current design and construction delivery. As artificial intelligence, blockchain implementation and 3-D printing of buildings and building elements become more refined and

implemented in the design and construction processes, the importance of visualization to Architecture will be even more critical. TAMU will miss out on an important opportunity to be a leader in the research and development of the next generation of visualization as the focus of processes in architecture and construction. Visualization is not just gaming and animation. It is the way design is and will be communicated for development of the built environment. Recommendation #9C - Remove Department of Construction Science from the College of Architecture to Engineering. Construction managers, like Architects, are directors of teams comprised of specialists. The leadership, team building skills, and expertise in integrating divergent components is critical. Construction Managers need to know the same level of engineering knowledge as Architects. That is, a basic understanding of calculating a structural beam depth, of the loads on an electrical panel, or the tonnage of hvac needed. More importantly, Construction Managers need to know how a building exterior envelope and interior finish should come together and how all the systems of a building are integrated and in what order (architecture). Even if a Construction Manager intends to pursue horizontal construction, the knowledge and skills of land planning, development, stewardship and protection (landscape architecture and planning) are as important as the basic knowledge of grading, drainage and utility sizing which are also a part of landscape architecture curricula. Critical to Construction Science instruction are project initiation, scheduling and costing or all components. Engineering tends to be silos with many disciplines not involved in construction at all. Removing Construction Science from the College of Architecture also belies how many projects are currently implemented such as design- build (often contractor led but more frequently of late, architect led) and integrated project delivery led by the owner, architect and contractor. Almost never is the engineer the lead.

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Regarding Findings #1 & #2: I oppose doing things because other universities do them in that manner. A&M has traveled a long path since 1876 also there is probably a reason why we are structured as such. In the case of the visual Arts program, That is the purview of a private college, not a land grant college. A&M is not called to be all things to all people. There are several programs that bring culture and the performing arts to the students of A&M. They do well. Regarding Finding #3: I can speak personally of this. A&M does not need a journalism department. Journalism has died and transformed to a social media venue. To my observation, the colleges with journalism departments are still pushing the newspapers that while I would like to subscribe to one, it is an outdated feeling on my part. My daughter did not go to A&M as they did not have a journalism dept. She was seeking to be an author. She chose the English curriculum at Ol' Miss and it did her well. Strengthen the writing and critical thinking courses in the English department and go on about the business of communication in that way. No Journalism department. Regarding Finding #4: If we do this, lets do it for the students and not as an aggrandizement for the Bush family. Somehow this smacks to me of the Bush school looking to dip into more state funds to spend. I give this a maybe. Regarding Findings #5, 6, & 7: Seem to be solid recommendations. Lets do this. Regarding Findings #8: Good idea....this could be costly Regarding Findings #9: Seems to be good recommendations. 9B : Do not abandon A&M's large animal veterinary medicine. It is still needed.

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I believe the University Libraries should not be merged with the College of Arts and Sciences, but rather remain a separate entity. The libraries currently serve students and faculty in all colleges, staff, our surrounding community, and researchers from all over the country.

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With regard to Finding#6/Recommendation#6 under Academic Realignment, I think it is a mistake to move the University Libraries into the College of Arts and Sciences. The libraries service all of the Colleges at Texas A&M and, in my opinion, should not be relegated to department status in one college. It is a good idea to create a Department of Library Sciences with degree options in that discipline, but should be noted that not all of the faculty involved with the libraries at Texas A&M hold Library Science degrees.

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See general comments below.

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I urge Texas A&M to NOT combine the Schools of Arts and Sciences. Firstly, we began as a college of Agricultural and Mechanical Sciences. It is one of our most sacred traditions that we are TAMU, and The Aggies. It was not until years after founding that Texas A&M introduced a fine arts curricula. Secondly, one receives either a Bachelors of Science or a Bachelors of Arts. STEM education is vastly important. Trying to make it STEAM is unacceptable. The Arts must have their own place. Would it not be more appropriate for there to be separate schools: The College of Science, Technology Engineering & Math, and The College of Visual & Performing Arts? Please do NOT undermine our storied and treasured history by turning us into every other indiscernible state university school who seeks only to have vast numbers of enrollments, but does not stand by their history. The Arts are incredibly important, but they deserve to have their own place. To combine the Sciences and Arts is doing both a disservice. Please keep our history of being a school of engineering and science separate from our desire to grow as an institution of fine arts.

a. Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. i. Finding 1: The entire purpose of this recommendation seems to be to “heighten (the) stature” of the new college and the university. I see no value. b. Recommendation #2: Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine 25 ACADEMIC REALIGNMENT arts, and relocate the Department of Visualization to anchor this new school. i. Finding 2: It depends on what we want to be when we grow up. Is this a part of why land grant colleges were established? I see no value. c. Recommendation #3: Establish a Department of Journalism i. Finding 3: I’m ambivalent. We don’t necessarily need a Journalism department, and this finding seems to be based on “others have one; so should you”. I’m not sure the dollar investment would be worth it, especially given that today’s “journalists” seem to be little more than politically correct mouthpieces for the left wing of American politics. I doubt if a school of journalism at A&M could remedy that. d. Recommendation #4: Elevate and expand the Bush School of Government and Public Service to be a highly visible and accessible part of the university portfolio through significant investment and a merger with the Department of Political Science. i. Finding 4: Again, ambivalent. If such a merger benefits students by facilitating better instruction and/or administration, then so be it. However, if it’s for “prestige”, it’s a waste of time and money. The quest to “make A&M a ‘world class university’” is what had a large role in getting us into the mess we’re in today with student overcrowding, some anti-American faculty members, and students with no appreciation of the school itself. e. Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. i. Finding 5: Agree. f. Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences. i. Finding 6: Agree. g. Recommendation #7: Implement recommendations from the Texas A&M Health Administrative Organization Structure and Budget Assessment i. Finding 7: Agree. h. Recommendation #8: Improve research organization at TAMU Health i. Finding 8: Agree. i. Recommendation #9a: Reassign the University Studies degree program exclusively to the College of Arts and Sciences. i. Finding 9a: Agree. j. Recommendation #9b Refocus the College of Veterinary Medicine on the core mission of graduate education and invest in the construction of a new Small Animal Hospital. i. Finding 9b: Agree. k. Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning i. Finding 9c: Agree. l. Recommendation #9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. Move the Technology Management Degree Program to the Department of Engineering Technology. i. Finding 9d: Agree.

The Academic Realignment should create a College of Computing. The College should include the following departments or degrees: Computer Science, Computer Engineering, Masters of Data Science/Analytics, MIS, Architecture Visualization, Center for Cybersecurity. The new IT CIO department should have a dotted line to the new College of Computing Dean. Rationale - A few leading educational institutions have already created a College of Computing including MIT, U of Washington and Georgia Tech. Computing has become pervasive in both our personal and business lives. It is fundamentally changing how we live and work. It is one of the fastest growing fields in both academics and industry. As TAMU considers changes to other Colleges and departments, it seems an omission that a College of Computing is not created and focused on. There is an opportunity for TAMU to be seen as a leader in this area. The alignment of the new College of Computing and the CIO of IT will allow new collaborations between the academic work of the College and the real life application of IT at a major institution. Software projects in IT could be capstone projects in the College of Computing overseen by professional project managers. Internships in IT could be filled by student workers.

In my opinion, Texas A&M should continue to strengthen it's core competencies and focus on programs that give students skills that are marketable. Agriculture, Engineering and Business are all recognized programs and are where we make and continue to impact students and industries. I don't see the need to add new departments and majors simply because other Universities have them.

With respect to Rationale #1, I get the idea of the four legged stool alignment. But at the same time, bigger is not always better. A&M has never needed to be like other institutions. As the report notes, there are plenty of places where faculty and students can go to have a big College of Arts and Sciences. What the report does not explain is why having smaller, more intimate, separate colleges is a problem. All it says is that it will create stronger advocacy for the college at a STEM institution, but my impression has always been that liberal arts and sciences at A&M are strong. The "four legged stool" concept also does not account for the Mays College of Business, which SHOULD NOT be part of a College of Arts and Sciences. That means it is at least a 5 legged stool. The report basically says that "bigger is better," but does not explain why. It also indicates that faculty prefer bigger colleges of arts and sciences, but provides no data to support this claim.

It would be equally likely that faculty and students at a larger STEM-focused university appreciate having their own niche within the larger organization. In a STEM-focused university, it seems equally possible that liberal arts gets dominated by the STEM aspect of a combined college of arts and sciences and the best way of giving it visibility and emphasis is for the liberal arts to stand alone as an area of emphasis. Again, just because other large universities do it does not make it the best approach for Texas A&M. Without better data, the only factor that appears to be driving this recommendation is cost savings, which should not drive this decision. With respect to Rationale #2, I would approach this recommendation very carefully regarding moving the Viz Lab. It is a Crown Jewel of Texas A&M and it needs to be located and supported as such. It is not clear to me that being part of what is effectively a fine arts program accomplishes this goal. The type of work that students of the Vis Lab will go on to perform attracts both arts oriented students and computer science/digital oriented students and merges the two. If the Vis Lab is part of a fine arts program rather than computer/design/digital sciences, it may not be as appealing to those students who are coming into this major from a more technical perspective. Please carefully consult with graduates of the Viz Lab program and current students and faculty before implementing this recommendation. Again, just because other schools do something, does not make it right for Texas A&M. I 100% agree with the recommendation to establish a Department of Journalism. Texas A&M not having a robust cadre of former students embedded throughout the media has led to significant bias against A&M in the media. We need our own Aggie journalists out there to balance the representation in the media. Just one example of how the media poorly portrays A&M happened this very week. Former A&M and current tu special teams coach Jeff Banks' girlfriend's emotional support monkey attacked a child on Halloween. When covering the story, at least one media outlet showed pictures of Banks only in A&M apparel. If there were an Aggie editor or other Aggie reporters on the team, this might have been avoided. Sports reporting alone is not the only reason to reestablish the Dept. of Journalism - as the report notes, there is a desperate need for honest, credible, fact-based reporting, but it does demonstrate one example of how the University suffers from having virtually abandoned a role in developing future journalists. And again - not to the exclusion of other journalism but - A&M should be able to provide a very attractive program for sports media in light of the on campus facilities of 12th Man Productions, TexAgs, and the access that student reporters are already getting from the athletic department. This should be one area - among others - of emphasis in a new department. Frankly, there are far too many academic realignment issues and recommendations in this report. There is very little explanation of how these issues (e.g., biology-related programming occurring in three different places) causes a problem. Much of this section reads like solutions in search of a problem. It might make more sense to defer many of these recommendations to a phase II review after some of the more fundamental changes are made. There is just not enough justification and analysis in this report to understand why changes are needed, what would be diminished, what would be enhanced, and what faculty and students in these programs think about proposed moves.

I will comment on those recommendations of which I have knowledge and a particular interest. I am sure many of the recommendations have a solid basis, but I do not have sufficient knowledge to comment. My number one concern is recommendation #4. I agree that the Bush School should be elevated to be more visible with a greater impact. However, that will not be accomplished by a merger with the Department of Political Science. The Bush School is a vibrant entity that in the vision of President Bush is dedicated to the noble calling of public service. One only needs visit with Bush School students to feel the passion and energy of their enthusiasm to fulfill President Bush's vision. Political Science is a department of approximately 950 students, of which 900 are undergraduates. Few of them apply to be a part of the academic programs at the Bush School. So adding almost 1,000 students who have nothing in common with the Bush School will not enhance it. The Bush School is a professional school and to combine it with a very dissimilar academic program does not enhance either. The Bush School is already starting to be more visible by opening a campus in Washington, DC, where it will continue to fulfill its core mission of educating graduate students for a successful career in national security, diplomacy and foreign policy. I have heard criticisms of the Bush School for not providing sufficient revenue and being an economic drag on the university. Even if true, that is a myopic view of the Bush School and the entire Bush Library complex. The prestige and economic benefit of that complex to the university and the community is immense and it should not be changed without considerable additional study and analysis. The question should be "What would President Bush want?" I think the answer clearly is a school of public service so that graduates can make a difference. If undergraduates need to be added, it should be through an undergraduate program developed by Bush School leadership in conjunction with your input. The Bush School has only recently taken over most of the Allen Building to adequately house the current school. To add undergraduates will require additional space and the requisite funding would have to be provided. In closing, a great deal of additional study in conjunction with Dean Welsh and his staff will be required before a final plan for success is developed. Recommendation #2 is to establish a School of Visual

and Performing Arts with new departments of Music, Performing Arts and Fine Arts, of which the Department of Visualization would be the anchor. Start with the concrete proposition that nothing should be done to harm one of the true gems of our university: "Vis Arts." The following question needs to be answered: Can the University be all things to all people? This is a university of 70,000 plus students with curriculum in countless areas, though not music, performing arts and fine arts. I have no objection to any of these, but where will additional funding be found to make these first class academic units of our university? If funding can be found, then proceed. If not, do not take money away from existing programs to add others that arguably do not fit our STEM focused university.

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I like this concept, I also believe more cross functional collaboration should be incorporated into the learning experience.

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It is our position as Former Students of the Landscape Architecture program that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation. "Design and Build" is a essential symbiotic relationship that has taken decades to develop into an interdisciplinary approach; fostered and lead by Texas A&M University. To dismember this intentional and successful collaboration between these departments will undo the significant advancements our college has made to insure our students are leaders in this world-wide, interwoven industry. From a more humanitarian view; Designers and Builders sit across the table from one another on a daily basis as we envision, document, specify, bid, construct, and maintain our built environment. Daily. To separate these "trades" that have co-existed since the beginning of buildings and infrastructure is inconceivable.

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Recommendation #3: Establish a Department of Journalism - =====

Rationale #3 "Recent reports have shown people are more engaged with national news than local news, likely a result of local newsrooms closing and downsizing at expedited rates. Research has shown a strong correlation between lower newspaper circulation and higher rates of corruption, declining civic participation, reduced political knowledge, increased vulnerability to misinformation, and an increase in taxes. "

===== Comment - Who knew all the terrible outcomes of lower newspaper circulation? Corruption! Taxes! Misinformation! Where's the footnote for this paragraph? What's the source of this research? Load of cr\*p..... You read something like this and it makes the whole 100+ page report suspect. By the way, shouldn't that be "Reestablish a Department of Journalism"? At one time we had a very impressive journalism department. That should be acknowledged.

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Makes sense given our 'new world'

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As a former Political Science student, I think moving the Department of Political Science as a unit of the Bush School is extremely important to the success of the department. Moreover, it would be extremely useful to undergraduate students to have more offerings in public administration, state and local government, and American politics. Making the department a unit of the Bush School would enable such offerings. As a public library employee, the need for information science courses is greater than ever. However, I do not see a need for there to be specific programs in LIS. The state of Texas has three MLIS programs that are ALA accredited and one more with initial accreditation. There is a glut of MLIS graduates in the state because of the number of programs and it would not serve the university well. Moreover, there is not a well-defined need for bachelors degrees in LIS. All libraries require an ALA accredited Masters degree. A bachelors degree in LIS would be wasted education.

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I received my degree in English from the College of Liberal Arts. If the College of Liberal Arts is moved to be under the STEM system, there will be no uniqueness or difference between the two colleges. A large part of the reason I loved my college experience was because I had incredible professors who cared and genuinely enjoyed teaching. My husband received an Engineering degree at TAMU and through his 5 years of going to class, he felt he had only 1 professor who actually cared about him as a student and an individual. He felt that the other professors did not care about teaching because it wasn't their priority, and thus, did not care about their students. He and I had very different academic experiences and I fear that if the COLA is moved to be overseen or combined with the STEM colleges, that it will lose its compassion, care, and quality from both an academic standpoint but also a leadership and faculty standpoint. He was 1 of MANY friends of our who were fellow students that got a STEM degree and felt that their academic experience was harsh and that their professors did not care about their students. The arts are meant to be separate and the arts need to

be taken care of because if they are not, it sends a huge message by TAMU that the arts are not as important as STEM which is wholeheartedly not true. I would not have completed by degree or made it through college without my professors and their kindness and compassion.

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Strongly disagree with proposed move of construction science into engineering college (from architecture). The engineering college already has numerous issues and it would be a bad move to subject CS to all the same issues when it works quite well in current alignment. It is top CS program in Texas already. PLEASE LEAVE WELL ENOUGH ALONE and focus on other more pressing or impactful moves at the university. A "lift and shift" May look good on paper, but implementation will subject current and future students to all of the same challenges of the current engineering college. Bad move, please don't make this move!!!

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I particularly want to comment on this as a former student, a long term business leader in a technical role, and as Vice Chair of the College of Science External Advisory and Development Council. 1. RECOMMENDATION TO CREATE COLLEGE OF ARTS AND SCIENCES. It is stated several times in the recommendation report that at about 12 of the peer universities that this is the organizational structure. It is important to note that this is not 100% the case. It is also pointed out that this combined college then is generally the largest college at the university. It is also pointed out that this would help a "weaker" Liberal Arts college become stronger. I do not feel that this "consolidation" is the best for the students or the disciplines contained in the various departments in the Colleges. I think focus will be lost and there is such great diversity in the curriculum that it will not be best for continuous improvements in both Colleges. I have seen the strategic plans (completed or work in progress) for the departments in the College of Science. This approach of strategic planning is better to make improvements than to combine the Arts and Sciences. If the Liberal Arts area does not have a strategic plan for their departments, this should be a first step for improvements versus this "reorganization". Whether Geosciences should become a part of the College of Science is something that I didn't have time to study or investigate based on the time to provide feedback. Additionally, every university doesn't have to be good in everything is a belief of mine. You need to determine what are the core things that we want to be good in and be the best in them. I worked for a company that if we weren't one or two in the industry with a product, we would get out of it. I know academia is different, but an assessment of whether A&M should put resources into creating a journalism department, for example, should be more deeply be looked at. Sometimes it isn't necessary to be all things to all people (students). I believe strongly that this combining of Arts and Sciences would not improve the disciplines and thus the education of the students. I think there needs to be strong Colleges around the disciplines (e.g. sciences - the foundational disciplines chemistry, biology, math, statistics.....). There is not a lot of connectivity between dancing and chemistry.....having one college focused that has to deal with such would just not be an effective way to drive continuous improvement and serve the students. 2. INSTITUTE OF BIOLOGICAL LIFE SCIENCES The general concept seems having this institute for the biological sciences to collaborate with agriculture and health sciences (medical). This would also house the Department of Biology. I believe in this general concept to get cross disciplinary collaboration. However, it doesn't make sense that the Department of Biology would then be a part of the AgriLife College. Biology is a fundamental science discipline that is applied to agriculture, health, medical, etc. It should stay with the College of Science it would seem in this model. Additionally, I have for over a year been aware of the initiative to create more synergy/collaboration in the College of Science between chemistry and biology (which would include much needed updated facilities). This concept seems to be missing from the recommendations and this would be an opportunity to go beyond just the biological sciences collaboration to an Institute of Chemical and Biological Sciences that is housed in the College of Science that supports the other colleges that makes use of the fundamental sciences of chemistry and biology. I would be happy to clarify or discuss further if of interest.

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Academic realignment is always welcome to expand the role of the team

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I don't feel combining the College of Science and College of Liberal Arts is a good idea in practice and could hamper the learning experience of students from both colleges.

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Good ideas.

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I would like to see a bigger emphasis on broadcasting and communication programs. We need more Aggies on television to help promote our great university. We often are lacking in this department, and with the University of Texas joining the SEC, you know they are going to add former Longhorns to their on-air talent on platforms like the SEC Network.

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Arts should be arts and Science should be science. I see no benefit to combining these colleges other than to perhaps



bolster a weaker Liberal Arts program (my major). It could conceivably weaken the stronger Sciences, as general perception does not put the two on equal footing. I can understand combining Geosciences with a Science dept however. I also see no benefit to offering a large number of additional liberal arts degrees where there is no employment upon graduation. Currently A&M has a strong reputation and statistically strong numbers in hiring of our students after graduation. And I really find the references to what "tu does" offensive. That is why we are different. That is why we have a reputation of building leaders with strong core values. That school in Austin does not. I feel the Visualization degree should stay where it is. It has national recognition. It does not need to "fill a niche". If it is not broke, don't break it. Journalism. A can of worms. There is lower newspaper circulation (and magazine) because people read online. Offering newspaper classes will not change that. There is more corruption because ethics are not taught and a lack of it is even encouraged at the highest level of our government. There are more taxes because our government cannot and will not control their spending. Teaching journalism will not change that. Journalists are part of the problem. They are lazy, lack ethics and have no interest in telling the truth, only in getting out the story. That is who news organizations hire. That is what they want in their employees. That is the opposite of our core values. Understanding journalism terms will not change that. I am not refering to just political stories. When a newspaper prints a story about Delta Airline's DC-10's....when Delta only owns L-1011's....that is incorrect and lazy. That information is easy to look up and readily available. I could give more examples, but I think that explains it. The Bush School is am amazing graduate school. President Bush chose A&M for his library and school because of our core values and ethics. I really do not see an overlap in what it has to offer and the Political Science Dept. If these were to be combined...I feel it would more appropriately refect his vision is Political Science were under the Bush School and the Political Science department were eliminated. (and that was my major). Our University Libraries should stay as they are. I do not feel the research group did any research at all when making their recomendations about the library. Our libraries are highly respected nationally. We have five libraries, each focusing on different aspects of our educational offerings and serving the large student body, the faculty and the community. Researchers from across the coutry access our inventory. Our libraries work with every department and college on campus and have staff with specialized knowledge to work with each department. Tier Research 1 universities all have a centralized library with deans or librarians reporting directly to the provost. As a past president of the Friends of the Texas A&M University Libraries, I have serious concerns about future fundraising efforts for the library by the Friends if the library were to be moved under a single unit that is not representative of the university as a whole. Over \$1.1 million have been raised just since 1990. Most of these donations come from former students from ALL colleges and departments. I agree General Studies should be in the Department of Arts. I feel the Department of Architecture should be left alone. The small animal clinic at the Vet School desparately needs to be improved. The decline in large animal practice rurally is due to several factors. It is physically hard. It does not pay well. While a small animal vet may be able to charge \$200 plus for FiFi's shots and annual exam, none of us would be able to put food on the table if a bovine vet did that. When we take calves in at weaning for shots, worming, branding (and help putting halters on because they have great chutes and usually 3-4 helpers), it costs about \$12-\$15 per calf. I am not really sure how to fix that.

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I'm writing to express my support for the return of a journalism major, particularly one that focuses on digital journalism. For background, I am a former student with a Journalism degree from TAMU. I am currently a Senior Editor at CNN. The report is correct in identifying people's relationship to national and local news, and the need for a strong and well-funded journalism department. But a new journalism department at TAMU should aim to differentiate itself from its peer institutions. I propose three areas: 1) focusing on digital journalism foremost (agree on need to offer print, broadcast, but in today's media landscape, digital skills are the most in-demand and what will get the students jobs). 2) Emphasize media literacy. Not just for journalism majors, either. Media literacy is such an important skill (I blame illiteracy in this area for much of the spread of misinformation online), that this should be a required course for all students. Maybe even a 1-hour course, but mandatory across the university. The dividends for the state of Texas would be immeasurable. 3) Partner with more established schools and programs at TAMU. The Bush School has built a reputation for international affair. Offer classes in international reporting that can be cross-posted between JOUR and BUSH and meet the needs of both sets of students. I envision collaboration between the journalism and various engineering departments. Giving journalism majors exposure to questions of renewable energy, electric cars, construction -- all media beats that outlets are looking for journalists to cover.

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My name is [REDACTED], and I earned my bachelor's degree from the Construction Science Program last December. I've spent my professional career to this point doing construction on both commercial and industrial projects in the state of Texas. The curriculum and faculty that currently make up the Construction Science program have been

the two biggest factors in my success up to this point in my career, and I fear that consolidating the Construction Science department within the college of Engineering would deeply impact the experience and qualifications of Construction Science graduates. The construction science program is highly regarded as the premier program for construction education in the state of Texas, and one of the, if not the best construction education program in the country. I believe that the competitive advantage that I have over my peers in the construction industry is that I am not an engineer. Please don't misconstrue, it takes both to be able to put a building together, but engineers can not do the job of a builder. We think differently, and have a very different set of skills. The skills of an architect align more with the needed skills of a construction science student. By an exit survey, nearly 70% of students who graduate with construction science degrees work in either the commercial or residential sectors. These two sectors will work much more closely with architects rather than engineers. I believe that the program should remain in the college of architecture, firmly. Engineering students are design-minded, and not construction minded. The more we blur the line between construction professionals and designers, the less prepared students of the construction science program will be to enter the construction industry. I also fear that the construction science program would be much less accessible to students that come from blue collar families if it were moved to the engineering school where tuition rates are significantly higher. And lastly, the math and sciences required of Freshman level engineering students, and coding languages that are taught in intro Engineering classes would offer little to no benefit to a student trying to be a construction science major. Ultimately, I believe the move of the construction science program at Texas A&M offers very little to the end user of your students, the companies that employ them. I, and many others would truly hate to see a university that prides itself on developing leaders of character, make a move that makes the curriculum of these leaders less applicable in their careers. This move seems like one that would not benefit the construction science program, and only has the reputation of the engineering school in mind.

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**FRIENDS OF THE TEXAS A&M UNIVERSITY LIBRARIES RESPONSE TO MGT COMPREHENSIVE REVIEW** Texas A&M University — A Tier One Research University Central to the stature of a great research university is the excellence of its libraries. Over the past half century, Texas A&M University has evolved from a small, all-male military college to a highly respected Tier One research university. The culmination of that evolution and striving for greatness was the invitation to join the American Association of Universities in 2001. The AAU member universities—64 in the United States and 2 in Canada—are on the leading edge of innovation, scholarship, and solutions that contribute to scientific progress, economic development, security, and well-being. AAU membership is by invitation only and requires an affirmative vote of three-quarters of current members. The reputation of Texas A&M University continues to increase in concert with the quality of its innovative research and the capability of its graduates. Texas A&M University Libraries As Texas A&M University developed into a Tier One University, TAMU Libraries have concomitantly expanded the depth and breadth of their core competencies and research capabilities. Today, TAMU Libraries effectively serve the research and study needs of both faculty and students across the main campus. TAMU is privileged to have five campus libraries, each with its own specialized functions and collections: ☐ Business Library: Serves the Mays Business School ☐ Cushing Memorial Library & Archives: Special Collections Library and University Archives. Cushing Library is not only a museum of archives. Cushing functionally supports the academic excellence of our students and the research needs of our faculty. ☐ Medical Sciences Library: Serves the Health Science Center ☐ Policy Sciences and Economics Library: Supports the George Bush School of Government and Political Sciences Department. ☐ Sterling C. Evans Library: Main academic library supporting all TAMU Colleges and global researchers. Universally: ☐ TAMU Libraries are interdisciplinary and that is core to our mission. ☐ Our faculty librarians have specialized knowledge, education, and experience for each discipline represented on campus. Further, our faculty librarians provide inclusive services to all 73,000+ students and 10,000+ faculty and staff on campus in addition to HSC Bryan, Canyon, HSC Houston, Kingsville, McAllen, Round Rock, and Temple. Friends of the Texas A&M University Libraries The Friends promote understanding and appreciation of the Texas A&M University Libraries and play a major role in fundraising. Gifts to the Friends support positive student experiences by funding collections, preservation, spaces, projects, awards and much more. Members enjoy events and annual meetings with notable speakers. Since its founding in 1970 by Sterling C. Evans '21, the Friends has grown over the years along with the University. Essential to the Friends' fundraising role is the high visibility of the TAMU Libraries and the Libraries' positions serving the sixteen Colleges within the University, as well as the many Departments which fall under the auspices of each of the Colleges. Folding the TAMU Libraries into a restructured College of Arts and Sciences will dilute the Libraries' core mission. Just as crucial, it will prove inimical to the Friends fundraising efforts. One of the key fundraising "selling points" of the Friends is our targeting of former students based on their history as graduates of the TAMU Colleges and Departments. A total of over \$1.1 million has been raised by the Friends or Friends

related project donations since the donor database tracking was implemented in 1990. This does not include funds raised from 1970 – 1990. In addition, the above amount does not include an additional \$206,000 in two Texas A&M Foundation accounts that are Friends of the Libraries related. In 2018, our non-profit corporation changed its name from Friends of the Sterling C. Evans Library to Friends of the Texas A&M University Libraries. The Friends made this change to better reflect our enhanced mission to serve all five campus libraries. Recent Projects made possible by the fundraising efforts of the Friends include:

- Open Educational Resources Learning Circles: The University Libraries developed a program to advance the adoption, adaptation, and creation of Open Educational Resources (OERs) on campus to enhance student access to higher education and student academic success. To date, the University Libraries have supported faculty use of OERs in 11 courses at Texas A&M that to date have served over 45,000 students and contributed to over 2.2 million dollars in student savings.
- Funded the acquisition of the University Libraries 6th Millionth Volume
- Friends Preservation Assistance Program - Preservation Unit: Supports the preservation of other campus colleges' and units' own special collections.
- Preservation Equipment: High resolution scanners and other related equipment
- Art Restoration: Various paintings in Cushing Library.

In sum, the Friends respectfully propose that the TAMU Libraries be placed within a central organization from which the campus libraries can effectively serve their respective Colleges or, in the case of the Cushing Memorial Library & Archives and the Sterling C. Evans Library, the entire campus. This will serve to refocus the mission of the campus libraries and enhance the funding raising efforts of the Friends.

[REDACTED]

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I cannot agree. Keep the current structure - just because others are doing it doesn't mean A&M should. A&M's focus has always been on the technical arts and STEM. Graduates enter the job market in high-paying and successful technical careers. I am not in favor of building up liberal arts, whose degrees do not confer the same gravitas with employers and will dilute the University's traditional focus. Texas students interested in pursuing liberal arts degrees have a variety of other choices in universities. Keep A&M focused on what it does better than any other institution in the state!

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The four as described makes sense. Engineering and AgriLife are dominant schools. But do not let Mays School of Business get held back by the departments within its big unit.

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I wholeheartedly endorse the recommendation to establish the Department of Journalism. As an '86 journalism graduate when the department existed, and a former Battalion sports editor, so much of what I continue to carry with me as a newspaper and magazine editor today was ingrained in me at A&M. At a time when good, experienced journalism is needed as much as ever, the establishment of a department would go a long way to elevating Texas A&M's prominence in this area. Please establish the department.

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Although I have heard discontent among other Former Students about creating a College of Arts and Sciences, the details support the alignment.

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[REDACTED] In 1989 I earned my Bachelor of Science degree in Building Construction and in 2002 I earned my Master of Science degree in Construction Management. I have worked in the commercial construction and industrial construction markets both domestically and internationally. I firmly believe that it was my education at Texas A&M University that gave me the opportunities and firm foundation that allowed me to build my career. The idea of the Construction Department being under the College of Engineering has been around at least since 1988 and possibly longer. Although there are merits to the idea of having the program under the College of Engineering there are drawbacks as well. I am deeply concerned for both the future students and the Construction department if the move to the College of Engineering is implemented. The College of Engineering is well respected in the academic and professional circles. The Department of Construction Science, however, is far and away the most respected construction academic program in the State of Texas and one of the top tier if not the premier program in the nation. There are many reasons that the Texas A&M Construction Science is set apart from its peers including its student base, focus on construction rather than design, broad spectrum of classes rather a focus on a single discipline and its strong relationship with architectural design. The students that choose to pursue Construction Science are not of the same mindset as those that enroll in Engineering. Construction majors are builders that want to be involved in the field, in the daily interaction with subcontractors and trades people. Although they will work with designers to overcome

challenges, they do not want to be designers. They are enthusiastic about seeing the projects come out of the ground and materialize into physical reality from 2D and 3D designs. Engineering students have similar passions but tend to be focused on the design itself and finding the best materials and optimizing the design rather than the construction process. The level of detail in math and science are not the same for builders and engineers. The focus on communications, legal knowledge of contracts and labor law and cross disciplinary training in design aspects are all different. The academic focus of these disciplines is different for a reason and the transition of the Department of Construction Science into the College of Engineering has the significant risk of 'standardizing' the curriculum and forcing Construction Science majors to seek other degrees to avoid the intensive math and science for engineering majors that they will never use in their chosen profession. Likewise, they may be unable to select enough contracts and labor law classes to given them the strong background necessary for working with construction contractors. Lastly, the movement of the construction degree into civil engineering would likely focus the degree on civil and structural engineering and leave out the wide breadth of knowledge required in mechanical, heating ventilation and air conditioning, plumbing and electrical building systems that are just as necessary as civil and structural design for construction majors. Although there are certainly merits to the movement of the Department of Construction Science into engineering for efficiency reasons, I believe firmly the move would hurt both students that do not want to pursue an engineering degree in order to become a builder and it would weaken the construction industry as it would lose the best source of well trained and well-rounded construction graduates.

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Context: I received a BS: Dance Science and a BA: Mathematics in 2015 and a M.Ed. in Curriculum and Instruction in 2017. I also held the Student Worker position for the dance program from spring 2013 - fall 2015. The recommendation to create a College of Art and Sciences to bring together the arts at TAMU (Dance Program, Visualization, & Performance Studies) is alluring because it would more easily allow students and faculty to collaborate. This collaboration already happens across colleges now, but the proximity of leadership and students would only increase that ability. My only reservation for this move is that the dance program would not be able to maintain its dance science foundation. The science aspect of the degree program was one of the main selling points for myself as a prospective student. It is the first program of its kind in the nation and has presented research as high as the international stage. If this move to the College of Arts comes at the expense of the science and kinesiology research for the program, then the University should really rethink that move. Additionally, the dance program is in desperate need of more faculty members to continue to grow. If the program (especially in the potential future College of Arts and Science) is asked to add more to what it offers to students beyond the dance science degree, then the faculty needs to increase to meet that demand. This way, the arts can be well represented evenly across the three departments: dance, Visualization, and performance studies.

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As a former student who graduated with a Biology degree, I disagree with the recommendation that the colleges of Science and Liberal arts be consolidated. If there is not a need, do not change what is working.

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I have significant concern about allocation of resources when combining Liberal Arts with Science. The funding sources for research are much different and for Science, it is critical that adequate funding is available for bringing new tenure track research faculty to A&M as well as retaining high performing faculty. Similarly, the refurbishment of existing facilities and access to high cost equipment is a necessity--A&M has to be on the forefront of new technology and that is expensive.

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I wanted to voice my support for establishing a journalism department. As a journalism graduate, it has been difficult to watch the department be eliminated, and then the journalism major brought back in a lesser way. The value of journalism can't be overstated. It's unfortunate that Texas A&M has produced so few journalists in recent years, while the other major universities in the state give journalism more emphasis and resources. The industry is certainly changing. A department that embraces traditional print (newspaper and magazine), digital (web and social media), photography, videography, television and radio would allow students to learn about that evolution and move forward. Most of all, the ethics and values in reporting the truth are crucial in an age when facts are twisted and opinions are viewed as facts. I sincerely hope the department is reestablished, with the resources needed to give it a strong foundation and room to grow. Thank you.

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PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. My husband and I are Aggies ('91 and '92) and have FIVE A&M Students ( '18, '19, '21, '23, '23) and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the

divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of [REDACTED] and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

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As a former student and a strong supporter and past president of the Friends of the Texas A&M University Libraries, I would like to share my thoughts on moving the libraries under the proposed College of Arts & Sciences. I urge you to reconsider this recommendation! Due to their broad reach and varied responsibilities to support many curriculums, the TAMU Libraries do not need to be "filed" under one specific college. They can serve the students much better by working from a broader scope. I also feel that having the libraries under one college will hinder our ability to garner donations for the libraries. We currently are able to appeal to all former students based on their college association which has been a great attraction to donors. We have made great headway in sharing the importance and the prominence of the Texas A&M University Libraries with our former students. They are impressed and proud of the number of volumes, the student resources and spaces that are provided, and the integration of the special collections of the Cushing Library into the curriculum of many classes. This brings up my final concern of making Cushing Library a museum. Cushing is most definitely not a museum. Cushing houses collections that have been thoughtfully donated by individuals that specifically chose Texas A&M for their collections because they wanted them to be used in classrooms to teach students. It would be a grave mistake and a let down to donors, many of whom we hope to develop into continuing donors or possibly leaving a gift to Texas A&M in their will, to change the purpose of Cushing Library. I have thoroughly enjoyed my association with the Texas A&M University Libraries and working the faculty, staff and other volunteers. The libraries are what I consider to be a "gateway" to gift-giving to everyone who attended Texas A&M because most every student at one time or another used one of the libraries while at A&M. This isn't always the case with sports or other specific interests. I hope you will consider my heartfelt comments to maintain the libraries at Texas A&M in the broadest sense possible, and allow us to continue our good work in garnering support for Texas A&M.

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As a former student of both undergraduate and graduate degrees in the College of Architecture, I am deeply concerned and disappointed with the Report's findings and recommendations regarding the College's realignment. The "refocus" of the College, especially the removal of the Construction Science department, would only devalue the architecture side of the College even more by eliminating a unique characteristic that sets it apart from "peer" universities with its collaboration between architecture and construction science students (which happens to be the closest industry relationship in the real world). I also fear the massive decrease in funding from the College if partners of CoSci are reallocated to the College of Engineering, which is already the largest and most lucrative college in the university. I spent six years in the College of Architecture, earning my Bachelor of Environmental Design and my Master of Architecture. I was a teaching assistant both years of graduate school, worked closely with multiple professors, participated in research, and did so while graduating Cum Laude in undergrad and with a 4.0 in graduate school. In my entire time there, I saw many things the College could improve on, especially in terms of the architecture programs seemingly lacked the flair of other universities' programs and even compared to Visualization and Construction Science. But removing those two programs from the College would do nothing to alleviate those problems. I learned more real-world application from my collaboration in two studios with CoSci students that has served me better than most of my other colleagues at work in being able to design buildings and work with our contractors that actually construct them. A&M's architecture program is not as "aesthetically design-focused" as a Rice, Cal Poly, or the university of Texas, but I would venture to say the two reasons A&M students get hired in more architecture firms in Texas than these others is because A&M graduates come into the workplace with real experience (driven by a collaboration with CoSci and an emphasis from professors on construction drawings, details, and practical application) and they have and know how to grow a network of professionals and students from around the industry. As far as Visualization, in my in-depth collaboration on a study abroad program as well as in other classes, I was able to be influenced by the unmatched creativity of the Viz

students and apply it to my designs in architecture. Without this, another (and perhaps the best) outlet of creativity is removed from the College of Architecture. Removing the CoSci and Viz departments only weaken this strength that sets A&M apart.

Merging of colleges with an addition of the possibility of centralizing everything around the sun seems like a mess for so many people. We need to think about the PEOPLE. How many people will the university lose with these drastic changes in less than 12 months? Not just with centralization but with people leaving because of things changing or those retiring early to prevent seeing the things that will happen. How is this actually going to benefit the university, because there is no actual way this will be a "smooth" transition. Students, faculty and staff are on edge and stressed because there has been no talk about ways of implementation. Many feel that the rug was pulled from under them. How can a university of 70,000+ students make changes in less than 12 months? Another Aggie core value loyalty. We are supposed to be there for one another and that means listening to the concerns of people that are not just students but also former student, staff and faculty. Taking away the largest major of architecture is only a gain for engineering as their plan is to have 25,000 student by 2025. We are not just an engineering school we are a science, health, veterinary, agriculture and so much more. Construction science is in architecture because it is part of the architecture industry. We don't just take from another department to gain in another. Who do we stand for? The students or for the engineering school? If we were MIT or Franklin Olin College I'd understand the focus on engineering, but that is not who we are. We house 93 majors only about 15 are with engineering, and about 16 with agriculture. Why isn't the same mission for Agriculture as it is for engineering?

I do NOT believe the Department of Construction Science should be move out of the College of Architecture.

One of the strongest pillars of the Bush School is the small class size and its limited focus. I understand increasing the scope of the school, but I think it will be imperative to not lose the exclusiveness of the school b increasing its size.

The recommendation for the College of Arts & Sciences seems to be offered because other benchmarked institutions are structured in this way. It seems to be an "all other" organization. There are recommendations to add degree plans and degrees for consistency with other universities rather than because TAMU has a core competency in that particular area. TAMU should only be expanding degrees programs because there is a need in public service, private industry or academia for those degrees. Otherwise, TAMU risks becoming another of those schools providing degrees that leave students in debt with few job opportunities, damaging the high value-for-money education rating that TAMU constantly achieves.. Combining Political Science with an excellent Bush Public Service program seems to drag down the Bush program. Removing Visualization from Architecture to bolster an expansion in the Arts risks damaging an existing world class Visualization program to expand an Arts program that has not been a core competency of TAMU. Adding a Library Sciences degree program to University Libraries misses the core competencies of the University Libraries with a preservation program that is the envy of other institutions, an excellent resource access program, targeted and highly demanded collaboration spaces for students in all majors. University Libraries is better placed within the Provost organization given the extensive service/support provided across all college curriculums.

As a former student of the College of Architecture, I support the moving of the Department of Visualization to the new College of Arts & Sciences due to the unique needs of this program which have grown increasingly deviant of the other academic units within the College of Architecture. However, I am much more reluctant to recommend the movement of construction science to the Department of Engineering unless if significant ties are kept between the program and the College of Architecture, due to the extensive real-world professional ties between the architecture and construction industries. As a practical matter, as a professional architect, I have found many of the relationships which I built with peers in the construction science department to be extremely valuable as I have entered the professional world.

The idea of moving the library to just one college when they serve all the colleges needs more study. The medical library exists specifically for professional programs, the veterinary college, etc.

If the department is so small in journalism, why have it at all? The Mays Business school study is important to determine if journalism fits with advertising, I do not think so. Moving Bush makes sense and building awareness of it. Institute of biological life sciences as outlined makes sense. No opinion on Library Sciences. 9a is important. As an employer, when I see a degree in general studies, I pass on that person. Agree with College of Architecture recommendation.

NO! A College of Arts and Sciences is absolutely not a good idea. TAMU is not a liberal arts school. Expand Liberal Arts if you must but leave science alone. Combining the colleges will lessen the value of the Sciences. Other universities that have combined Arts and Sciences have seen a dramatic reduction in funding for the Sciences. This is a catastrophic idea.

The college of architecture benefits from having both departments of visualization and construction science in their college. As a landscape architecture graduate, I feel that the basic College of Architecture classes were a great foundation for our majors. The urban planning classes really prepared us for the multi-faceted relationships and theories we face in design. Now as a professional, I see that there is a wide disconnect between construction and design. Our careers would benefit from having more engagement starting early in our college careers. It would be even better, for our courses to have more connection, as design cannot happen without understanding constructability, and timelines.

Adding the Arts to the Sciences makes little sense to me, and isn't consistent with my view of the University's mission. Journalism is dead/dying, and the fact that this report seems to elevate it demeans the value of the study.

As a graduate of the College of Liberal Arts, I support any recommendations that would boost its stature and advocacy. I totally understand that A&M was founded on Agriculture and Mechanics but I think we have moved beyond that at this point. Liberal Arts should be given the same level of support as Science based studies. I am extremely passionate about growing and investing in the arts. This area has been under valued at A&M for far too long to our detriment. Anything that can be done to support artistically-inclined students, should be implemented. I graduated with a degree in Communications and minor in Journalism. I also worked at The Battalion while I was a student. It's my opinion that one of the reasons Texas A&M is not as well known as it could be or should be, outside of football, is the underrepresentation in this study. I entered A&M shortly after it initially discontinued the Journalism major. I believe that was a huge mistake. We missed out on training and producing a generation of journalists. Other universities, most notably the UT, have numerous prominent journalists as alumni. This also serves as a recruiting point for them. I agree with everything stated in this part of the recommendation.

Finding 1. Do not agree with combining Liberal arts and Sciences into a combined college for the sheer purpose of size. The study referenced Michigan and Florida as peer institutions to look at for this purpose, that's just not a strong enough argument for housing these under one college. What are we losing out on now by keeping them separate? If you want to round out our science degree students, have them take a business class for future success.

Recommendation 9A. The entire concept doesn't make any sense. The impression is The University is simply putting a degree title under "Arts and Sciences" to add significance to it. From an employer standpoint, a simple question, tell me, exactly what did you get your degree in? We hire someone for a specific discipline/job. How does a "general" studies degree really help a student succeed in the real world? The answer - it doesn't. Our degree stands for something. Please do not water it down. Let's instead encourage our students to find a degree suitable for their interests. Also, we should not create incentives to increase enrollment for the purpose of just cranking out degrees, that will also dilute our brand. Let's be more deliberate with the amount of students we accept and uphold our standards.

I support the recommendation to move the Construction Science Department to the College of Engineering. As noted in the report, there are significant connections between construction and engineering disciplines. The Construction Science Department is the largest and one of the best in the nation and would benefit from being linked to a college with such prestige and respect.

Texas A&M is a great STEM institution. Vision 2020, which was written and adopted in 1999, put us on the strategic path that allowed to be recognized today as a premier Tier 1 teaching and research institution. Let's continue to be great at what we are and can become. Yes, combine the Colleges of Science and Geosciences BUT DO NOT combine these STEM colleges with College of Liberal Arts. We need to expose our undergraduate students to the liberal arts but we do not need to invest heavily in liberal arts at the expense of our deep science teaching and research. Do your homework -- top tier universities today that combined Science and Liberal Arts years ago are trying to find support and funding to split those two colleges. Texas A&M does not need to fall into that same pothole! There are plenty of good public and private universities and colleges in the State of Texas that have adequate to excellent liberal arts degree programs. Texas A&M is not for everyone and it should never become the university of choice for all majors. Texas A&M did not become a Top 10 research university because of our history or English departments. Learn from many of the successful private enterprises run by successful Texas Aggies -- decide what you are good at and be better than everyone else in those chosen fields -- focus; do not dilute! The four-legged foundation of AgriLife, Engineering, Arts and Sciences, and Texas A&M Health sounds really pithy and smart but it is highly impractical and would constrict the strengths of Texas A&M. I have already mentioned many of the reasons for not creating a college of Arts and Sciences. Texas A&M Health sounds really good but this, too, is not a wise path for Texas A&M. Look back on the problems we have had building a respectable medical school and teaching clinic. The Brazos Valley's population is too small to develop a teaching hospital or clinic with enough patients to provide the teaching experience today's medical professionals need. This concept also dilutes the great work being done by our College of Veterinary Medicine and

Biosciences and programs like ENMED. Keep building on the past success of these programs but stop wasting money and energy on creating a nationally recognized medical school and teaching hospital. The four-legged foundation of AgriLife, Engineering, Arts and Sciences, and Texas A&M Health is flawed also because it leaves excellent colleges like Mays Business School and College of Education & Human Development outside of the key strategic priorities for the University going forward. Mays Business School 20 years ago was virtually unrecognized nationally. Today, it has the #3 accounting department in the country and a finance department ranked in the top 10% of all 729 finance departments in universities and colleges across the country. We need our business school to be linked with our great engineering, science and ag programs. Many of our science departments need to improve their overall rankings and prestige and the Human Development parts of the College of Education may need realigning (e.g., Kinesiology goes to College of Science and HR goes to Mays Business School), but these two colleges are important parts of Texas A&M and our ability to lead and influence the State, nation and world. The State of Texas needs teachers and administrators educated by Texas A&M while learning the importance of the Aggie Values and teaching them to K-12 students. Department of Journalism: It is ok to have a degree in journalism but we should not spend money developing a major department with the naive thinking that Texas A&M can change the face and tone of the news media. I spent 10 years as the CEO of a very well respected news media company trying to help local journalism survive. Unless you have been in the industry, you cannot understand the challenges and why local news media looks like The Eagle and local broadcast TV. Lastly, we do not need to build another degree program that allows students to graduate with a degree for an industry that has an average starting salary of \$25,000 and a overall average pay of \$37,500.

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Overall, combining and hopefully decreasing administrative personnel may be efficient but some programs and colleges are so unique that to be swallowed up by being placed with other colleges would dilute their uniqueness and may be detrimental to their student population. Specifically, the University Libraries and especially Cushing Library should be a stand-alone entity. The University Libraries service ALL students, on campus and off. Their purpose and scope deserve more than to be lumped into a newly created College of Arts and Sciences. Their presence should actually be enhanced because of the educational impact they have on student learning and success. They are vital to the mission of a quality education and the needed critical thinking aspect of a successful member of society. It seems that the writers of this study did not research the function and mission of the Cushing Library. It is singular in the benefit it brings to all students, faculty and researchers.

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None

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Recommendation #9c: Architecture is a very broad field in terms of the types of jobs that our graduates can perform from designer to producing construction documents to construction administration and beyond into the roles of contractor or subcontractor or developer. The heart of being an architect is understanding how buildings go together which includes construction techniques, materials, process and costs. All of the concepts the construction sciences program teaches are part and parcel of what an architect must understand and architecture students need as much understanding of construction as they can get. Its what enables us to tie our dreams and visions to reality. I believe that the two programs should coexist and be integrated as much as possible. This opinion comes from 40+ years as a licensed architect in private practice.

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Although, I am not on the PAB I agree with their perspective on Academic Realignment. The proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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I have to admit I was skeptical about realignment. However, after reading the details of how the university is currently organized I found the proposals to be well thought out and on sound footing.

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Finding #1 - I'm not sure what to think here. If this is done, would be because it's best for TAMU or because it's the way other universities do it? Finding #2 - NO. Others do it, so we have to? This is not what TAMU is, nor even close to what a land grant institution is about. Just wondering: why is the Rationale for this proposal five paragraphs long and a full-page, compared to the length of most other rationales in this report? Finding #3 - TAMU does not NEED a Journalism Department. Let's put our \$\$ into making us better in our current major studies of Engineering and Agriculture. This is just another finding that says if other schools do it, then we must do so too. Finding #4 - Okay, but let's do it because it's



a good thing for students and NOT to "become the highest-ranked and most visible School of Public Policy in the nation". Finding #5 - This is the first really good recommendation in this section of the report. Finding #6 - Okay. Also a good one. Finding #7 - Okay. Appears to be a good recommendation. Finding #8 - Okay. Lot's of \$\$\$\$\$. Finding #9a - Okay with the recommendation. Finding #9b - Okay, but reports are that we have abandoned TAMU's large animal veterinary medicine. Finding #9c - Okay. Appears to be a good recommendation. Finding #9d - Okay. Appears to be a good recommendation.

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The biggest piece that spoke out to me was the recommendation and advocacy for the Visualization Program. I graduated from the program in dec. 2019, and currently work at Lucasfilm Animation. Many of my peers now work for other well known entertainment companies such as Walt Disney Animation, Pixar, Marvel Animation, DreamWorks, etc. our impact on society can be quite large, some of the character you know and love where created and made possible by Aggies, helping create the next generation of hero's, princesses, toys, and memories. But while our program one of the most unique programs in the country, and specifically special that it is in Texas and not California like most art schools. yet, our program is placed in a building with no filtration system for the air conditioning, power cords hanging from the ceiling, and limited resources. When I was a student I remember a few of my studios classes simply didn't have enough chairs for everyone, so it was often a race to get there early enough for a seat so you didn't have to stand or sit on the floor for the entire class. We all shared one or two computers per group, which consisted of 5-7 students. This became a huge issue because while some work can be done on a personal laptop or computer, much of the work needs access to the viz pipeline which is only accessible on a school connected computer that is part of the pipeline. Viz can continue to be successful and a huge pull for a&m's success if it was simply funded as such. I hope the review about viz is taken seriously, or the program is will continue to fall. UTD is building a very strong and competitive entertainment program, and if viz continues to be underfunded, I have no doubt we will lose future students to their program.

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Realignment of the Constructions sciences out of the College of Architecture into the College of Engineering is an old school mind set that reshuffles the deck chairs on the Titanic. Rather than moving programs from one silo to another because "other universities like us have done so", the university should be considering the development of a forward thinking vision that creates a College for the Built Environment that integrates under one umbrella the disciplines of urban design, architectural and landscape design, architectural engineering and, program management, project management and construction. By example, this college could include programs for research in architectural and engineering product development that will be needed to achieve a truly sustainable and healthy environments. It could also lead in rethinking how we reinvent the entirety of how we live on our planet going forward. With creativity and focused intent on the future this approach could position A&M as a world leader in the creation of totally integrated, sustainable and healthy environments for all.

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The proposed academic realignment seems reasonable and appropriate. However, I do have a few comments: 1) It does not appear that there is any discussion in the review with respect to the Mays Business School. For example, am aware that Mays offers a degree in Supply Chain Management while TAMU has an entire department of Industrial Distribution which seems to be very similar. If not already in effect, collaboration seems appropriate (for my limited perspective). 2) From my perspective TAMU has traditionally had a low profile with respect to our arts curriculum and it would seem appropriate to make an attempt to bolster the breadth of our programs. However, it is my understanding that TAMU does have a level of respect in the field of animation, but I am uncertain of what program or college is promoting such expertise. 3) Journalism was dropped from the curriculum many years ago and a strong effort should be attempted to implement a respected program. 4) The affiliation of the Department of Political Science with the Bush School seems to be a natural fit. (I am on the advisory board of the Bush School.) However, we need to be sensitive to any issues that might arise with respect to the Bush family. In addition, the Bush School has traditionally been successful in attracting extremely high profile deans (Bob Gates, Ryan Crocker, Andy Card, Mark Welsh) and it would seem appropriate to structure such an alliance so that we are able to continue such a tradition.

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The Colleges of Science and Liberal Arts should not be combined. That would be like mixing oil and water and would not be beneficial to either.

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Our construction company heavily recruits the Construction Science Department. I believe moving the Department to the Engineering School will make the Construction Science Program weaker and produce less attractive candidates for construction companies needs.

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Na

I think the academic realignment, particularly the points related to the performing arts, are a great idea. I was getting my degree in theatre was the program was being phased out and morphed into "performance studies," which means absolutely nothing in the professional arts world I graduated into. The recommendation for the music and theatre departments to work together more could have resulted in something like support for producing a musical as opposed to simply cutting the programs. This mid degree cut back hurt me as a student, but the loss overall hurt the entire community of Aggies and the BCS. It resulted in the loss of talented professional faculty who could have been an asset to the school, community, and students in the years following. I am thrilled to see the push to bring back music and theatre, as well as dance in a more robust fashion. I hope students get to use that beautiful liberal arts and humanities building! My hope for the future is that the dean of this new school would have the knowledge and drive to both listen to and go to bat for the students, which the [REDACTED] did not care to do despite us raising our concerns. The department of library sciences is also a great idea in a world where information professionals are growing more and more important.

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Recommendation #9c. I disagree with relocating the Construction Science Dept from the College of Architecture to the College of Engineering. While it is true that the COSC program relates heavily to the engineering studies, there is much to be gained by having the COSC students under the same roof as the architecture students. One of the major problems in the construction industry and design profession is the adversarial relationships that often occur between designer and builder. Being within the same "College" offers the design and construction students opportunities to see more of each others work product and to appreciate each others challenges. Hopefully it would instill more of a team approach between the two disciplines. I received an Architectural Construction degree in 1963 but spent my entire career in an architectural office. My education on the construction side was of immense help to our architectural practice as I could relate to both the designer's side and the builder's side. I fear that moving COSC to the Engineering Dept would foster a wider gap between designers and builders. My comments are based on what is better for the construction industry. I am sure that moving the COSC Dept to engineering would make much sense in many ways, both academically and logistically, but I feel that the end product of the design and construction graduates would suffer.

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As a Construction Science graduate, and a professional in the construction industry, I do not support the recommendation to move the Department of Construction Science from the College of Architecture to the College of Engineering. Most graduates of this program enter the commercial construction industry where we work closest with architects. It is beneficial for these programs to have a shared home. The program has been recognized as one of the best if the nation, and top in our region, while its current curriculum has been developed while in the College of Architecture. Moving to the College of Engineering would not improve the program, and may cause unnecessary competition among the Construction Science program and the other engineering disciplines. Graduates of the Construction Science program are not engineers, we are builders.

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Seems like there's is a lot of new positions/departments/colleges being recommended for creation yet many consolidations/mergers. Typically a merger there are many who do not retain positions and is detrimental to the most important assets a company has - employees (in this case faculty and students). Yet it can be justified in the best interest of the university.

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What a disaster would result by combining the college of Arts with Sciences or Geosciences. These are entirely unrelated and would create an atmosphere of frustration at the least. Consider if an Arts person were to become dean. Arts never will receive the amounts and number of grants for research that the sciences will, and believe me, they won't want to have to answer to someone in Arts about pretty much anything. The science departments have Nobel prize winners, a national reputation, and so much more than Arts, that there are bound to be turf wars, petty jealousies, disparate goals, and more, which simply must be avoided.

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I support the move of COSC to the College of Engineering. I think the program, students, and industry will benefit greatly from it especially in the Industrial and heavy sectors which don't always look to COSC as a viable pipeline of talent due to its position in the College of Architecture. As a graduate of the program, I can't see any downside to this move.

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Howdy! I am class of 1995, my husband is Class of 1994 and we have 2 sons currently enrolled at Texas A&M, one who is a part of the Fighting Texas Aggie Class of 2025 and loving every bit of Aggieland as he experiences his first semester on campus. He is a Construction Science major and loves the faculty and advisors in the COSC department and the smaller size of the College of Architecture. When we read the suggestion for COSC to be moved to the College of Engineering, we were not only concerned but disappointed. I have thought long and hard about how I wanted to explain my feelings from an educated, factual perspective but I find it simply comes down to family. Although highly esteemed and

regarded, the College of Engineering is substantially larger and I am concerned the family feel of the Construction Science department will get lost in the transition. I could go on and on about future graduating classes having to enter as freshman into the ETAM process and ALL that entails and the current COSC students' uncertainty of not knowing how this will affect them in years to come. And even if/how the engineering students would view/receive the COSC students as they are family, albeit large, of their own. From the minute we sat down in the Architecture Building at NSC, we fell in love with ALL of it..the buildings, the advisors, the staff, the professors and noticed the instant connection of the freshman as they realized they would be in classes together from Day 1. Please strongly consider leaving the Construction Science kiddos right where they are, in the College of Architecture, because it already feels like home to them. Thank your leadership and consideration. Gig 'Em!

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The proposal for the college of architecture makes some sense. But I am not sure I understand why architecture, planning and landscape would stay as an independent college. Given the size and scope of other colleges, maybe it would be better to have them as a school within a college. For example at Ohio State where I served as the head of the planning program we were in a school of architecture (planning, landscape and architecture) in the college of engineering. It wasn't perfect as there was always helping our engineering dean and colleagues understand the work of the school there were benefits as well. Another option would be to move planning to the George Bush school many planning programs are paired with policy programs. I am at the University of North Texas and our planning program is with public administration. While I don't oppose the reorg as proposed these are just a few other options you may wish to consider.

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I am [REDACTED], Class of '94. I am also the owner of [REDACTED] a regional private homebuilder in Texas. We are an active company involved on the Construction Industry Advisory Council of the Construction Science Department in the College of Architecture. I want to express my deep concern over the consideration of moving the department of Construction Science from the College of Architecture to the Engineering College. My family and company have donated over \$3,000,000 to the COSC department during the past 15 years. Additionally, we serve on the Industry Advisory council, as well as, hire many graduates from the program. The program is thriving and enjoys incredible support from the industry. Much of this is due to the way the program is positioned within the current college. I implore you to NOT move this program to the Engineering College. You will lose support from the industry, as well as student interest. Currently, the construction industry is filled with Aggie graduates and leaders. I know of no industry executive that supports this recommendation. Please do not move forward with this! [REDACTED]

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In our quest to world renown, I am not sold on adding more & more programs to be like other institutions. You mentioned journalism... the current mode appears to be say it, make it up, not interested in facts just sensationalism. Who is going to vet the professors design curriculum, talk about ethics. Art can enrich & divide...a concern Support library science changes & small animal ideas but as an agricultural school large animals important also.

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I have great concerns about the proposed academic alignments in various areas. The "four legged stool" of four super colleges could easily result in a number of unintended consequences. I don't quite get the logic of combining the College of Liberal Arts and Sciences. Does one from the arts or one from the sciences lead the College? I agree with the establishment of a program in visual and performing arts including fine arts, music and other performing arts. rather than moving Visualization from the College of Architecture to join these new initiatives it would seem more practical to locate them in the College of Architecture as exists at other universities strong in the arts. Similar areas of concern, such as Department of Journalism and new Institute of Biological Life Sciences seem to require more careful study before acting. The suggestion to refocus the College of Architecture by moving two of its four departments to other Colleges makes no sense at all to me and seems to be a bit regressive. Fifty years ago architecture, landscape architecture and building construction was part of engineering. When it became a college it began to flourish in the industry. Graduates of the various departments (including the visionary adding of Visualization) were, and now even more highly sought commodities in their various fields nationally and internationally. [REDACTED]

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[REDACTED] I don't agree with the assessment of how Architecture ranks among its peer universities. The ranking of programs in Design Intelligence is highly flawed using little metrics other than asking heads of architectural and landscape firms to rank 1-15 as to where they get their best graduates. This come no where close to the method used by other rankings such as U. S News and World Report. Since Architecture has become a College, graduates architects, landscape architects and constructors from the college are CEO's an executives in the leading design and construction companies worldwide. There have been four Presidents of the American Institute of Architects, five Chancellors of The AIA College of Fellows and six recipients of the prestigious

Kemper Award. Similar leadership recognitions exist in graduates from Construction Science and Landscape Architecture and Visualization. The building industry has benefited greatly from hiring graduates from programs that have Architecture and Construction Science co-located. The collaboration between designers and constructors is critical with project delivery now emphasizing Design/ Build and various forms of Integrated Project Delivery. Construction and Engineering are different animals. The College of Architecture is not a stereotypical school of architecture. It is focused on collaboratively building communities, resulting in environments that sustainably support all aspects of human endeavor globally.

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Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning To assist with more focus in Architecture and Landscape Architecture & Urban Planning degrees, relocate the Department of Construction Science to the College of Engineering and the Department of • Future Acquisition of Talent – The Construction Science Program currently caters heavily to the building construction industry (“vertical construction” for purposes of my email). In fact, in the period report by the department, over 85% of the students went to work for building construction related firms in the commercial (63%) and residential (23%) industries. If the department were moved to the College of Engineering, the building construction industry would be “competing” with a much larger variety of industries. This could place our industry in a challenging recruiting position at a time when our workforce is already diminished and strained. • Academic Emphasis – At other universities where their construction management program is housed in engineering colleges, the curriculum is vastly different than that of what our program possesses today. Much of the curriculum in engineering colleges lacks key elements that have been developed in Texas A&M’s current curriculum specifically for the commercial and residential building construction industry. • Interdisciplinary Collaboration with Architects – In the commercial building construction industry, architects are the primary hub for the design team. Moving our students out of the College of Architecture would distance them from students in architecture creating an inconsistent environment than what exists in our industry. This collaboration is already challenging to implement in the higher education model and would be worsened if this move were implemented.

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I graduated from TAMU 50 years ago, in my mind A&M has always been a hard science school. Fifty years ago, little was offered in the "Liberal Arts" and soft sciences. It looks like you are trying to replicate the University of Texas. While I am not adverse to thoughtful Academic Realignment, recommendations 1 & 2 suggesting major expansion of degree programs in Music, Performance Art, Dance, Fine Art etc. is an adventure into fields far from the historic educational mission of TAMU. While I can appreciate the Fine Arts and their cultural benefits, expansion of these study programs represents a loss of focus for a University whose strength has always been in fields of hard science and its practical applications. It will take years to become highly ranked in these fields and other schools already currently offer excellent programs. TAMU would be better served by concentrating on areas where we have the greatest historical strength, Science and Engineering, or the most potential to become world class. A good example of obvious potential would be the Department of Visualization. I'm reminded of the saying, "Jack of all trades and Master of none."

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Removing COSC from the COA would be a disservice to both. I understand the academic affinity to Engineering. But in the real world, in the field, actually building things, construction science and architecture are much better served having a mutual understanding and appreciation. Separating them, is a step back toward the traditionally unfortunate adversarial relationship of Architect and Builder, e.g., Cat/Dog, Oil/Water. The right thing is to seek greater integration of construction and architecture, not less. Understanding that three dimensional dreams in the built environment must eventually be reconciled with the practicalities of implementation, is as critical as understanding that cost and logistics are not antithetical to creativity.

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Absolutely agree that the Journalism degree needs to be brought back. On the University Studies degree - this will only work if the students have access to classes. My son is a graduating senior, University Studies - Leadership with minors in Entrepreneurship and Business. While trying to pick his Entrepreneurship classes, he was extremely limited because Mays and other colleges wouldn't allow him to register for those classes. If this change is done then more options should be provided.

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Heartily disagree with the rationale for moving Construction Science into the Engineering College. I have a letter written to the College back in 1985 when I found out they were discontinuing the program under which I graduated that speaks directly to this. Would love to share that as well as my perspectives over the last 35 years spent in the Construction and Architecture field. I believe the recommendation within this initiative is the last link in a connection that will very much devalue the opportunity for the cross educational opportunities at a close level between the two fields. I am a registered architect that my 40 years in business were profoundly impacted by the unique combination of programs

within the College prior to 1983 that will virtually disappear completely if you choose this path.

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Regarding the departure of COSCI and Viz and reorganization or COA, I think it's a good move. COSCI has always been more engineering than Arch, and Viz is far more artful than Arch. In general I firmly believe the Arch program has too much emphasis on "art" than architecture, planning, and design. I would like to see the Arch program become more technical and more applicable to real world architecture. Hopefully this realignment will help further this thought process.

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The suggestion to move ARCO and VISUALIZATION out of the College of Architecture is a setback "to the way it was" of more than 50 years. The built environment is made up of many facets and Design/Landscape/and Construction was the genesis of the present College of Architecture ever since the move from the 4th Floor of the Academic Building to the current site of buildings. The profession of Architecture has changed drastically from the days of a stubby pencil and blank paper on a drawing board. Today's designs prepared for construction are all done in CAD - computer aided design - thus the formation of the Visualization program which is Computer Aided Design on steroids. Even the profession of Architecture has bridged the used to be chasm from Working Drawings and Bid Documents by inserting a piece called "construction management" which really is to provide a watchdog on going over budget and requires the oversight of design through construction. To separate these fields into separate colleges defeats the purpose of teamwork and oversight. In addition, the current trend to "fast track" design-construction makes the two disciplines even more needed to team and work together. While there may be some ARCO focused people who want to obtain a PE, it has been my considerable experience that even with a construction background the road to a real honest to goodness recognized "profession" is still getting a license in Architecture. The same might be said of Visualization as every firm now bases it's drawings and drawing files on computer aided design. Every young intern starts in an Architecture firm on the bottom step of the licensing ladder - which requires CAD skills or that person will never advance toward licensing. As it happens, I personally have an ARCO BS degree and a Master of Architecture and am licensed in Texas #5862 and the NCARB 21,115 and in addition am a licensed Hospital Administrator because the design field of "HEALTHCARE" is my specialty. Granted there may be some in VISUALIZATION that choose to be in Performing Arts - and if so, let them choose that as a focus as they started thinking they wanted to be Architects in the beginning.

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Do not agree with Construction Science move from COA to Engineering. I was a BC graduate in 1985. Benefitted from engineering content. Much greater benefit from other aspects of the COA. Could expand CE within engineering to target broader needed education. Would not have been beneficial to me then or now. Don't agree with moving any other academic disciplines, sciences, etc... to liberal arts.

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I believe it would be a huge mistake to move the Construction Science program from the College of Architecture to the College of Engineering! Construction Science aligns more with the COA and NOT the COE. I began my degree in Mechanical Engineering and made the transition to Construction Science in my 2nd year. I made this move for a reason! Construction Science belongs in the College of Architecture. I can't even imagine the reasoning to think it should be in the College of Engineering.

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I am concerned about proposed changes to the College of Architecture. I understand and agree with the Visualization Department moving out of the COA. They are no longer focused on generating architectural modeling as they were originally intended. However, I do not believe that Construction Science should move out to Engineering. Architects and Landscape Architects should work with COSC to ensure all students have interdisciplinary knowledge of how these designs and components work together. This was one of the true benefits of the COA. I think moving COSC could create negative outcomes.

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I feel that the college of architect really benefited from have COSI and VIZ in the college. As a graduate from LAUP, I enjoyed learning from the cosi and viz students (my roommate was viz and I learned so much from her!) the cross collaboration between departments is important. I've seen just how important that is now that I work professionally. I don't think realigning the college of architecture is going to have the desired affect. I would recommend reconsidering it .

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It is my position as a former student of both the LAUP and MUP programs within COA, that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any

recommendation.

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While I have no real opinion on the relocation of the Visualization (VIZA) program, I believe it would be a disservice to the College of Architecture to relocate Construction Science to the Engineering school. The line item "refocusing the COA solely on the core mission of architecture.." should also include Construction Science. In the practicing world, the two work closely together, so why would it make sense for them not to in the educational realm? Personally, I think I would've benefitted greatly from required COSC electives as an ENDS student. Back then of course, I wasn't really thinking about my career path and licensure as much as I was just trying to graduate. I have spent my last six years working as a project manager for different commercial and restaurant clients, where a big learning curve was understanding the best ways to build things and designing with how it should be built in mind to best achieve design goals. I would love to see the COA create more collaboration between the ENDS and COSC programs, instead of splitting them even further.

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The Department of Construction Science must remain in the COA for the benefit of the education of architects. As a Principal Architect and Structural Engineer I see far too many mistakes made by architects with too little understanding of the construction sciences. Shifting the department to engineering risks a loss of focus in that department on buildings to the greater volume of non-building work. My degrees in Bldg. Const. and Env. Des. served me well and propelled me to Masters in both CE and Architecture at MIT and membership in Sigma XI, the Scientific Research Honor Society. Teach more building sciences to architects, please!

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The Construction Science degree program should continue in the College of Architecture and not move to the Engineering College. Construction is integral to Architecture.

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I applaud the recommendation to develop a formal College of Fine Arts at TAMU. I disagree with it being part of a new Arts and Science College that facilitates STEAM by integrating arts with a technical education. I believe that Fine Arts should be part of a College of Architecture and Fine Arts. I also believe that Visualization should stay with Architecture. I am neutral on seeing Construction Science move to Engineering, but also feel that Construction Sciences courses should be require of Environmental Design and Architecture students. If separation of Construction Science from Architecture weakens existing educational links, it will be a disservice to the students' education. I believe that a STEAM college would be too large and clunky to manage. There will be excess politics around governance of resources and educational emphases. A Dean of such a diverse and large educational function would likely either have pre-existing biases, or need to develop biases to avoid being eaten alive by the politics. The school of Architecture is a relatively small unit, and very well suited through its integration of arts into it Environmental Design program, to integrate with a School of Fine Arts. Emphasis on arts within a singular STEM program can be accomplished through required courses and collaboration between colleges. Collaborations are better achieved by senior leadership than through risky realignments.

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As a graduate of the Construction Science program I have concern about moving the program to the College of Engineering. The College of Engineering is focused on the "design" of structures. The graduates of these programs offer their talent to the world by creating the blueprint for how structures are built. The Construction Science students take this blueprint and construct it. Although these processes transition from one to the next; the type of mindset to create each is vastly different. My concern is too much of the theoretical math from the College of Engineering will intrude and limit the ability to teach the process of what it takes to actually build these structures. As a first generation college student I went to Texas A&M as a Civil Engineering major. I never really found my path. Civil Engineering was the closest thing I knew of to what I wanted to pursue as a career. Once I heard of Construction Science it was like a whole new door opened that allowed me to flourish. My grades went through the roof, my career has been amazing and I owe it all to my time in the Construction Science department. My oldest son is set to graduate in May of 2022 in Construction Science. Please continue to let the program evolve and grow but do not change it from it's core principle of focusing on the management process of construction [REDACTED]

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I don't believe the Visualization program should be moved out of the College of Architecture. Visualization has more in common with Architecture than a new School of Visual and Performing Arts. Visualization is not a Liberal Arts program.

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Rationale for combining Arts and Sciences is not apparent to me. In my mind these disciplines are not sufficiently aligned as to put into the same college. Why should there be a goal to make any college larger? Just because some peer institutions have this combination does not justify doing the same for TAMU. Certainly it does seem logical to put Geosciences into the College of Science. STEAM-focused university is a smart expansion of our historic STEM mission. As the Visualization Department has evolved, its focus seems to have drifted away from urban design and buildings to serving film, gaming and commercial organizations. Although it now seems logical to put the program under Arts, a

strong market remains for enhancing architectural, landscape and urban images. Collaboration and shared learning with College of Architecture programs should be promoted. Construction Science has become a powerhouse within the College of Architecture, although it is valid to observe it is out of focus with the primary COA mission. Still there have been, at least in the past, enrichments for both design and building oriented students to share classes, project collaborations and friendships. Not only does the TAMU land-grant purpose gain from such collaborative works, these folks often spend careers respectfully working together. Would it further diminish the COA campus influence to make COE even larger as COA shrinks? Please don't let that happen.

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Combining the Colleges of Liberal Arts, Science, and Geosciences into one could cause friction among faculty as well as students as social attitudes and learning objectives can vary widely among this group. Greater diversity of thought and individual freedom can be maintained by keeping them separate lest one group tend to override the view points and priorities of one with less influence. In considering the addition of new degree programs consideration should be given to distinguishing these programs by emphasis and course requirements from those already available at other Texas institutions, not just duplicate what is already out there. Also, these programs must evaluate the employment potential for students completing these programs to ensure that their time and money devoted to an education is rewarded.

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#### Good plan

Construction Science Department is the crown jewel because: Faculty—real world field experience CIAC—provides huge resources, scholarships, teaching, industry updates, internships, etc. Curriculum—aligns with Architecture and blends some engineering. As an employer of Construction Science grads, our Company has no interest in hiring Engineers. We are opposed to aligning the Construction Science Department with Engineering.

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The Journalism degree should be kept under the department of communications as the two disciplines provide complimentary instruction for students wishing to pursue promising careers in media, advocacy, public service, and corporate affairs. I fear the lack of a focused journalism degree will diminish opportunities for students wishing to pursue such a major at TAMU and look to other schools such as UT or UH that have dedicated journalism programs. I minored in journalism and went on to attend the Bush School where I graduated in June of this year. I find my journalism background very helpful in my career as a Public Policy consultant where I worked with tech firms such as Salesforce, AWS, and AT&T to build out their government affairs framework. The practitioners, professors, and administration within the communications department are well-versed in curriculum related to media, communications, and journalism and, I believe, the best to be teaching the subject at this university. Please keep the journalism degree under the department of communications so students can receive the top-tier instruction needed to pursue the career of their dreams.

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Centralizing departments and colleges into four colleges only is an idea only the four colleges who stay in existence could like. Having the Mays Business School, our internationally recognized Vet programs, and others lumped in and lose their identities is a heartbreaking thought.

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**DO NOT IMPLEMENT #9C recommendation to move "Construction Science" to Engineering because it's an obvious NON SEQUITUR!** The lead-in sentence is "The Department of Construction Science is nationally recognized as a top program by the construction industry". This is looking for a "solution" where there is NO PROBLEM! My concerns follow below: 1. Future Acquisition of Talent – The Construction Science Program currently caters heavily to the building construction industry ("vertical construction" for purposes of my email). In fact, in the period report by the department, over 85% of the students went to work for building construction related firms in the commercial (63%) and residential (23%) industries. If the department were moved to the College of Engineering, the building construction industry would be "competing" with a much larger variety of industries. This could place our industry in a challenging recruiting position at a time when our workforce is already diminished and strained. 2. Academic Emphasis – At other universities where their construction management program is housed in engineering colleges, the curriculum is vastly different than that of what our program possesses today. Much of the curriculum in engineering colleges lacks key elements that have been developed in Texas A&M's current curriculum specifically for the commercial and residential building construction industry. 3. Interdisciplinary Collaboration with Architects – In the commercial building construction industry, architects are the primary hub for the design team. Moving our students out of the College of Architecture would distance them from students in architecture creating an inconsistent environment than what exists in our industry. This collaboration is already challenging to implement in the higher education model and would be worsened if this move were implemented.

It is my position as a former student that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation. Thanks & Gig'em

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I am concerned about the proposal to combine the Colleges of Geoscience, Science, and Liberal Arts into a single college. The College of Geosciences is a relatively small college; being combined with two other large colleges into a single, extremely large college means that the geosciences will lose their already small voice at the university. Although TAMU has a longstanding relationship with the now-declining petroleum industry, this time of transition to renewable fuels means the geosciences are more important than ever. I understand the desire to reduce administration costs, so while I hate for the College of Geosciences to go away, I would support combining the geosciences with the College of Science and leaving the College of Science separate from the College of Liberal Arts. I also fear that combining all three colleges into one giant college will reduce the amount of discipline-specific support available to students. That includes support like academic advisors, tutoring, and the like. You don't want academic advisors to have to serve students with such a broad range of majors -- as an academic advisor myself, I assure you that the broader the range of students you serve, the less specifically and accurately you can serve each one.

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Support the idea of the combined Colleges of Arts and Sciences. I like the ideas expressed on Bush School and Library Sciences.

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I am a former student of architecture, and reading over the academic realignment, I think there is an issue in terms of the distribution of the Architecture and arts programs that is suggested in these reports. As for the move of construction science to other colleges, I totally agree, as their curriculum and focus is not at all the design conversation which most of the programs in the architecture college are. The issue with the distribution of arts and vizualization to another program is that a lot of the skills (especially the computer animation and rendering / 3d modeling) are transferrable to architecture in a host of ways, and these skills add to architecture students tremendously, helping them produce even better work which can be used to advertise the school. Another quick idea is that the College of Architecture should be refocused to become the college of design, and more programs here should be implemented and a new system for major selection should come forward to help students succeed both academically and personally (Need UX/UI Design, Product Design, Interior Design, . The department of architecture also has some issues specifically related to top down issues which prevent its growth, namely in budget for research applications and software which is critical to the progression of the school in its relevance within the field today. Another aspect is that there is a group of professors who consistently send students from this program to ivy league schools, including Yale, Harvard, Princeton and Columbia, just to name a few, and there's no reason that these individuals wouldn't push the college past its current rank besides that the current research applications of architecture are not received well by many of the long time faculty of the college. Another thing is that the department of architecture students are not supported with the software they need to learn to be relevant in the program or the real world. (Rhino 3D, 3DS Max, Revit, Keyshot 10, Redshift, V-Ray). Another thing is that the students of Architecture do not have proper labs (speaking of robots and advanced 3D printing labs) and have to borrow other campus' resources to do relevant research. Students also do not have access to a wide variety of experts to get assistance from to further their understanding and interests. Design fields usually revolve around getting input and knowledge from other disciplines to produce new ideas and understandings. These are some of the many issues these students and this excellent faculty faces. There needs to be a serious realignment in this college around the professors who send students to these ivy league schools so that the University can learn to retain the students they have and improve its standing and academic excellence.

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Same as above.

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November 2, 2021 Dear President Banks, In the fall of 2003, former Texas A&M University President Dr. Robert Gates announced that my class would be the last to earn journalism degrees, and that the Journalism Department would be shut down. I was devastated and decided – being the precocious freshman journalism major that I was – that I would write a letter voicing my displeasure to Dr. Gates. I emailed him but didn't hear back. Then I decided to print out my letter and stick it on the steering wheel of the golf cart he often rode around campus for meetings, that was parked near one of my classes. He emailed me back within days. I didn't have the foresight to save his email, but essentially he assured me



that he supported journalism studies and that he felt the best path was to study something other than journalism and learn about reporting through internships and classes. I write to you now, nearly 20 years later, as a graduate of Texas A&M's Class of 2007, and former [REDACTED] of The Battalion. And, yes, I have decided to use the process for submitting feedback instead of trying to find out if you, too, have a golf cart where I could leave a letter. I am now a reporter at CNN based in New York City, where I have been working for the past seven years. I report live on our television channels as well as write pieces for CNN.com. My work is shared and broadcast around the world and I can genuinely say that I would not be where I am today without my experiences learning about journalism at Texas A&M, both in the classroom and at The Battalion. I have a great deal of respect for Dr. Gates, but even now, decades later, I disagree with his argument. Yes, you can and certainly should learn journalism by practicing it in internships and summer jobs and at The Battalion. But you must learn about it in the classroom as well. A rigorous journalism education that teaches standards, how to vet sources, journalism law and ethics is what separates journalists from any private citizen who shoots their own stories or writes pieces they self-publish on blogs or websites. In this age of digital journalism, where even an intern's pieces live forever in links online, it behooves Texas A&M – and quite frankly schools everywhere – to teach students the basics of journalism with the guidance of an experienced professional before they publish. Not to mention the disadvantage that several years of aspiring Aggie journalists who came after me have had in obtaining internships and jobs. Many media outlets will not even look at your application if you do not have a journalism degree. And many internships won't either. Both are setbacks that are difficult for aspiring Aggie journalists to overcome in an already competitive field. I support Dr. Blanton's proposal to direct resources to journalism through a rebranded Department of Communication and Journalism, with the long-term goal of founding a Texas A&M School of Communication that would house a future Department of Journalism. I would be thrilled to lend my support to this school in any way I can – financially, as a guest lecturer or in some other way. The journalism curriculum, coupled with real world experiences at The Battalion, will ensure that any student who wishes to explore a possible career in journalism or communications can get the experience they need to make them competitive once they graduate. I also whole heartedly believe that offering these pathways for future students makes Texas A&M more attractive to students across the state and the nation. Most of all, I feel it's important to offer strong options for journalism and communications studies at Texas A&M because of its rare and diverse body of students. Our school, made up of students from big cities, small towns, who grew up on farms or from different countries, who spend their time in the Corps of Cadets or in one of the many unique student groups we have to offer, are what make this school unlike any other school I've come across in my reporting career. I think it is critical that the unique voices A&M houses and nurtures are represented in media companies across the world, and in order to foster the future generations of Aggie journalists and communication professionals alike, we need to be able to offer them a strong foundation in journalism and communications education. Best, [REDACTED]

Aggie COSC Class of 1994 - I strongly disagree with Recommendation #9c - specifically the recommendation that the Department of Construction Science be moved to join the College of Engineering. For over 20 years, I have utilized my COSC education in my career in investment real estate and construction. My personal path has led me to highly value the exposure I had to architectural and design related coursework and I feel those experiences led to a very well rounded understanding of what I needed to know in my industry. I understand the desire to have COSC students be exposed to engineering related coursework as a part of that well rounded curriculum. However, placing the Department of Construction Science within the College of Engineering will have too heavy an influence on the direction of the COSC coursework. Engineers have their place in the industry - however, the "connections" to Civil, Mechanical and other engineering disciplines (as stated in the report) should remain just that. COSC students should have a peripheral knowledge of how to incorporate engineering disciplines into the success of their projects, but still remain at arms length so they can successfully coordinate ALL trades and disciplines. COSC students need to be exposed to more hands on experiences in the field and more focused on efficiently managing projects from conception to reality. COSC students fill a specific occupational niche in the construction industry that no other program can prepare them for. There is a reason that the Department of Construction Science is nationally recognized. Thank you for your consideration, [REDACTED]

I feel any school associated with the College Station campus should follow the same levels of academic standards if the are to carry the Texas A&M name.

I was a student of both the Landscape Architecture and Visualization programs at TAMU, and have worked professionally as a successful architectural illustrator for the last 11 years. I think it is a mistake to separate the VIZ and Architecture schools. Attending studios in close proximity to one another was paramount to my education, and

eventually, professional success. I gained a technical understanding of the built world, the importance of water, ecological systems, and how people interact with the world. In the VIZ program I was introduced to new techniques and methods for sharing this technical knowledge with others. Architecture and Urban Planning deal with guiding and reshaping the existing physical world, but without visualization these ideas cannot be fully expressed. If anything I think that these programs should work even closer together. They should share the same projects even, as opposed to separating them into separate buildings on campus. This would strengthen students' portfolios from both programs, while also giving them an understanding of how things work from both ends. All too often professionals end up working inside of a vacuum, which wastes a lot of time and energy (even architects and landscape architects barely agree on anything). If people understood each other's workflows from a younger age, how much more efficient could future generations be?

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As an Outstanding Graduate of the College of Architecture - I strongly object to the rationale of removing the visualization from the College of Architecture. What a simply horrible idea!

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The comments are directed at Recommendation #9c: Refocus the College of Architecture on the Core Mission (pg. 37-38) Background of Respondent: Construction Executive with 40 years of experience in a Senior Executive position with the Clark Construction Group. The recommendation to realign the Department of Construction Science (COSC) and Visualization (VIZA) is not appropriate and impacts the total educational experience of future graduates from the College of Architecture. One, the integration of students studying the design discipline with students studying construction and visualization, is unique to the industry. The strength of the COA current Department cross-section in these studies is one reason the COA is respected and highly rated. Two, the basic interface of highly motivated "creators" of design (COA) in parallel with technical "realists" of delivery and build (COSC), is a strength that should not be separated. Three, Visualization has evolved to link design with build. The ability to visualize design with realistic images, planning of delivery in three dimensions, and prevention of interference or "clash prevention" between design elements, is an industry requirement. The Departments compliment each focus of study and the students need and require the understanding of all three departments if they are to excel in the Industry. Separating these disciplines of study weakens the understanding of future graduates. A reflection on the past... when the College of Architecture initiated and established a study program in Construction, 50 plus years ago (ARCO), I was one of the students who transferred from Civil Engineering to the College of Architecture to focus on the construction or build side of the industry. I never looked back...

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Why? No other reason is given other than "other schools do it". Well TAMU is not just "another school". I really don't care what the University of Michigan is doing. No to Finding #1 - Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. No to Finding #3 - no other reason than it's a small number and Texas does it? Seriously? Again, maybe people don't need or want to come to TAMU for those degrees. NO - Recommendation #3: Establish a Department of Journalism.

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Finding #4 Texas A&M University Purpose Statement: To develop leaders of character dedicated to serving the greater good. The character Texas A&M University seeks to develop can be defined by the University Core Values of Excellence, Integrity, Leadership, Loyalty, Respect, and Selfless Service. The Texas A&M University administration and faculty have a crucial role in developing leaders who will change the world for the better. Administration and faculty members have a unique opportunity to influence and shape the virtues and values of their students, the community, and the world. Select Texas A&M schools and or administrators are exceptional at developing leaders of character dedicated to serving the greater good. These elites can be analogized as Army Rangers, Navy Seals, or Air Force Pararescue. The culture these select units possess would be diluted beyond effectiveness if the entire Army, Navy, or Air Force declared all their personnel to be part of these highly effective units. Exploding expansion of these schools, for example, The Bush School of Government and Public Service, should only be attempted by giving the leadership of these outstanding schools the tools and time to retain and acquire administration and faculty that inspire students to embrace the elite school's culture.

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Once again, the authors of this report clearly display their ignorance in terms of Texas A&M's unique areas of focus and the key to many facets of our success: their drive to make A&M more similar to "peer institutions" is not one which I (nor a very large portion of the Former Student body) would support. We do not want A&M to be more similar to the University of Michigan, Florida, or Rutgers. Texas A&M's outsized contributions to the world of STEM education are part of what makes us stand apart from those (and other) institutions. To water that down by adding Art as a focus and performing a clunky rebranding to "STEAM" education would be to subvert the programs that make us stand out. Let me make my opinion (and that of countless other Former Students) crystal clear: art is not a core competency of Texas



A&M, nor should it be. There are strong arguments for building and strengthening particular study, areas such as those within the Department of Visualization, but that is an exception (one which, I point out, also focuses heavily on STEM subjects as a base of knowledge). I could be convinced to see the need for bulking up programs such as Journalism, but a proper argument as to Texas A&M's particular advantage in further developing such a program should be made in a separate report, not rolled into one such as this with extremely wide-ranging findings and recommendations. As relates to the recommendation to "Elevate and expand the Bush School of Government and Public Service," I whole-heartedly agree with this recommendation and would support its enactment. As to the recommendation to "Create the new Institute of Biological Life Sciences," I would caution that this should be investigated much more thoroughly before taking this on. While there are some good arguments made for doing so, more evaluation and appropriate rationale should be provided on this point. As relates to recommendation 9b to "Refocus the College of Veterinary Medicine on the core mission of graduate education and invest in the construction of a new Small Animal Hospital," I whole-heartedly agree with this recommendation and would support its enactment. To provide full transparency on this particular recommendation input, I am a 2012 graduate of the College of Veterinary Medicine.

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No, I do not believe this realignment to be in the best interest of the College of Architecture or it's students.

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I am very supportive of the proposed shuffling and/or merging of departments into the differing schools. Each action should be managed as a project. Staff and students should be engaged as Project Management Teams in the creation and implementation of each plan to create enrollment in the process.

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The proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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To NOT move the Construction Science Department to the College of Engineering and to NOT move Visualization to the College of Fine Arts. This decreases the value of each degree having a wholistic approach to engineering and design-related principles.

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It is my positioning, as a practicing Landscape Architect, that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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As a part owner of a commercial construction firm employing many Former Students over the decades and currently today, I do not support the recommendation to move the Construction Science program to the College of Engineering. This will harm the construction industry, already struggling to find talent to build the facilities found in all cities (including the Texas A&M campus) by shifting the recruiting focus away from construction. It will also eliminate key portions of the curriculum for this program that are aimed at allowing graduates to succeed in the field immediately upon entering the workforce. I strongly hope this recommendation will not be implemented as it stands to do harm to the entire construction industry as well as students with career aspirations aimed at construction. Thank you.

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As a former student, it saddens me to see that the College of Architecture has taken the decision to separate the Visualization and Construction Science departments. Architecture, Landscape Architecture, Urban Planning, Construction Science and Visualization go hand in hand with each other in the real world. As a professional, I can say that they are vital with one another. It is important that students are able to collaborate or intercommunicate between departments. Please take the time to reconsider this grave decision.

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I vote to NOT move the Construction Science Department to the College of Engineering and to NOT move Visualization to the College of Fine Arts.

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I am a former construction science graduate (C/O '18) and I do not support the proposed change to move the COSC program to the College of Engineering. The COSC program is one of (if not the) best in the nation. The school curriculum has been developed and refined over many years with the help of the Construction Industry Advisory Council. Switching colleges will have an impact on the classes and curriculum required to graduate with a COSC degree. Our classes are one of the things that make TAMU COSC stand out taller than the other colleges with similar programs. As someone working

in the field, I talk daily with the architects to ensure we are implementing what the design is. Being in the College of Architecture lets us get an early start on this critical collaboration between the builder and designer.

Disagree with proposal regarding College of Liberal Arts. Little was reported about our famous business (Mays) unit? Does a huge Art unit fit a Land Grant institution?

As a former student of the College of Architecture who graduated with a BLA and minor in New Media Art, my curriculum was very intertwined with the Department of Visualization. The relationship between these departments is what teaches students the importance of visual storytelling and design communication. The same interdependency between departments can be seen with architecture disciplines and construction science. In the real world, the AEC industry (literally Architecture, Construction, Engineering) depends upon the communication and understanding between disciplines. Architecture without an understanding of construction results in a discipline not rooted in reality. Vice versa, construction and engineering lack form or imagination. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture, Landscape Architecture, Urban Planning, and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper connection be sought out by the University and it's consultants before moving on any recommendation.

As a 1967 Agriculture Journalism graduate of Texas A&M, I find the recommendation to establish a school of journalism interesting. My degree curriculum was actually a double major in journalism and agriculture education. I was sad when the journalism department was closed several years ago. It is my hope that if a new journalism department is implemented, that past mistakes (emphasis, curriculum, funding and support) are not repeated. Also, it is important that any new journalism initiative addresses the changing information dissemination and reception processes. We do not need to be turning out students whose skills are outdated. IT IS VERY IMPORTANT that the current agriculture communications and Journalism program is maintained and supported. I find it interesting that it was not addressed in the study and analysis.

Regarding the COA, the departments and dean have expressed that they do not want academic realignment. This should be seriously considered. The programs offered currently do not fit perfectly under one mission but the diversity in education that a student in the COA can have (with the joint programs offered) provides for a well-rounded student. From the perspective of someone outside the administrative field, realignment makes sense. Those with administrative power disagree and their reasoning should be heard and considered carefully.

Please DO NOT move the Construction Science Department to the College of Engineering and DO NOT move Visualization to the College of Fine Arts.

As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments. Not only would it be horribly inefficient for all of these departments to duplicate their courses, but silo others within funding efforts.

Please do NOT move the Construction Science Department to the College of Engineering and do NOT move Visualization to the College of Fine Arts.

As a Former Student and having received a bachelor of science degree in political science, I agree with the rationale #4 to merge, to some degree, the Bush School and Department of Political Science. I feel that my education would have

been enhanced in this field and the expertise of Bush School faculty should not be reserved only for graduate-level students. Alternatively, while my professional career after college began in public service, I have used that experience to advocate for the commercial construction industry as a full-time staff member of the Associated General Contractors of America, Houston Chapter. While not a construction science major myself, I have come to fully understand the quality of the graduates from the COSI program under the College of Architecture and their impact on the construction industry. While examining Finding #9, I feel it is not in the best interest of the students or the State of Texas to adopt Recommendation #9c and “relocate the Department of Construction Science to the College of Engineering”. Initially, my degree program prior to arriving on campus was in the College of Engineering, but upon learning of the college-specific admissions process, I feared I would not be able to study the major I wanted. This is why I made 180 degree move to studying political science prior to beginning my first semester. I had several friends go through the College of Engineering and either were placed in a non-desirable major or went a completely different route, setting them back in their studies. I fear students who want to study construction science may not have the chance if moved under the College of Engineering, thus creating more of a strain on the workforce in our industry among professionals. As a matter of the way the construction process works in practice, the collaboration with architects is crucial. In a time where this collaboration is evolving with new technologies and refined delivery methods, it would be a disservice to the students entering the industry to distance the two. Looking again at Finding #9 and Recommendation #9c, it seems that while TAMU currently has a leading construction science program (fact), this relocation is based on “lower state funding and competition between academic units” while offering the College of Architecture an opportunity to refocus its mission to increase its “national rankings and reputation”. I believe there are ways to achieve the desired outcomes while keeping the Department of Construction Science under the College of Architecture, which ultimately benefits the students’ education.

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The proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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All the recommendations should be implemented

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Agree with a caveat: Focus on the Land-Grant purpose of TAMU. We do not need to be, nor want to be known as a Liberal Arts university. We do not need to compete with most other universities. We have our own character which is based on STEM education. However, small art-based departments contribute positively to academic diversity which is good. The Science portion of the college should be dominant. Recommendation 9c: Removing construction science will greatly diminish the college population. More recruitment for Landscape Architecture is needed.

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As a former student of the Construction Science Program at TAMU, I disagree with the reports recommendation to move the Construction Science Department into the College of Engineering. My greatest concern is with the curriculum that could be changed due to the colleges requirements. I have many colleagues from other Universities where their Construction Science Department equivalents are integrated with their Colleges of Engineering, and they have many classes that aren't beneficial to their current role in the Construction industry. Unfortunately, those engineering-gearred classes then take the place of more industry prudent courses that are offered at TAMU. Those Universities lack many of the key elements that sets the TAMU Construction Science Program apart. I'm also concerned that the College of Engineering would require the Construction Science Students to go through the same ETAM process as engineering students which could negatively impact the program. Another concern I have with making this change is the acquisition of talent. As noted in the report, the TAMU Construction Science Program is the top in the nation. I'm concerned that if the department were moved to the College of Engineering, the building construction industry would be “competing” with a much larger variety of unrelated industries for hiring future graduates. This could place our industry in a challenging recruiting position at a time when our workforce is already diminished and strained. This could also place the students in a much more competitive environment where they would not only have to compete with other COSCI students, but also those from the Department of Engineering. Lastly, in our industry, the Architect is typically the main point of contact for the design team. If this change is made, it will distance the students from their future design partners which would then create an unrealistic image of what they should expect to encounter when they enter the industry. I think rather than relocating the Department of Construction Science from Architecture to Engineering and

impose negative effects on the building construction industry, perhaps there should be more development of the existing program in the College of Engineering

As a former

I share in their concern that the proposed Academic Realignment recommendations for program realignment within the College would weaken the College rather than strengthen it. The departments of Construction Science and Visualization are integral with the programs and professions of Architecture and Landscape Architecture, Urban Planning and have any movement of these two programs will have a detrimental effect on the entire College. It is readily apparent to me that the synergy and support that each department gives the other is not at all understood by the outside consultants who authored this study. I strongly urge that these particular academic realignments be taken under advisement and given much deeper scrutiny before any decision is made to move them out of the College of Architecture. While the rationale for moving these programs might appear to have merit on the surface, any realignment should not damage or cripple the host College from which these programs were conceived and flourished.

As a manager in the building construction industry, I have deep concerns with the recommendation to relocate the Dept of Construction Science into the College of Engineering at TAMU. Based on my experience with recruiting students from construction management programs that are housed within the college of engineering at other universities, I have learned that the curriculum at those other universities is vastly different (to that at TAMU) and less relevant to the building construction industry. Those students are less prepared for the workforce when compared to their TAMU peers. Additional concerns involve the potential of higher admission requirements that could reduce TAMU's construction science enrollment, and limited involvement from industry partners (Construction Industry Advisory Council) on curriculum that may be imposed by the college of engineering, which would negatively impact TAMU's construction science program that is widely regarded as the best in the country. I do not support relocating the Dept of Construction Science into the College of Engineering.

My submission is in regards to the proposal to remove the VIS and Construction Science programs from the College of Architecture. I believe this would be a mistake and do a disservice to the students in all of the CoA. I have been working as a Landscape Architect for ten years, and the overlap between architects, General Contractors, and 3D graphics is huge. We consistently use 3D programs to model design, and this trend will only increase as our design world moves more and more towards CI processes. The Construction Science students benefit from the overlap in design process and consideration, as well, and it creates professionals who are more open minded to the overall performance and enjoyment of a built design, rather than simply meeting budgets. I do not support the consideration to remove these two related fields from the College of Architecture.

Over rationalization of academe is counter to the pressing need for academic focus on interdisciplinarity and collaboration in a dangerously complex, hyper-interconnected socio-political-ecological environment. To provide academic units with the freedom to experiment with interrelationships among disciplines requires the administration to provide the physical and financial support for expanded not restricted exploratory interactions.

It is our position as Former Students of the Landscape Architecture program is that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning, and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on to any recommendation.

Structuring the construction science program under the engineering department will deprive students of so much exposure that is offered in working with the architectural program. The vast majority of graduated pursue careers in vertical construction which deal primarily with architects and a different variety of challenges than the engineering focused heavy/civil construction market deals with. I for one, pursued the heavy civil career path early on in college but found vertical construction to be more rewarding through my college experience, particularly through capstone and guest lectures hosted by and dealing with designers. These experiences helped me understand the different perspectives, challenges and rewards of vertical construction that based on my experience and internship, the heavy civil world didn't have to offer. In retrospective, I am very grateful that so many industry leaders take their time to impact the construction and architectural program in a way to foster designers and builders to work together in, in my opinion, the most challenging type of construction. This impact shifted my career path for the better and I hope that Texas A&M hears this message that there is a large market depending on educated and driven architects and

constructors coming from A&M that have an understanding and appreciation for each other's challenges with a common interest in building something great.

The Department of Construction Science needs to stay within the College of Architecture. The program has risen to prominence in the industry because of the tailored curriculum and the association with Architecture. Its students predominantly enter the vertical construction industry where architects are their peers in the typical team dynamic of Owner, Architect, Contractor. The interactions with future architects and the blending of curriculum is the key to the Department's success in delivering leaders to the construction industry. This same dynamic would not exist in the College of Engineering and most engineers, in the vertical construction industry, are sub-consultants to the Architect and are not direct peers of the Contractor. While the recommendation could make sense from a purely organizational standpoint, the people making the recommendation lack the understanding of the importance of the associations and why those associations were created in the first place. To make the change would fly in the face of what has made the Department the leader in its industry.

As a recent graduate and young professional, it is my opinion that the proposed Academic Realignment would weaken the College of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. The connections and inspiration students working in the same space gain from each other is paramount to a well rounded education in these fields. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

It is our position as the Landscape Architecture Professional Advisory Board that the proposed Academic Realignment would weaken the College of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

I would love to see the Money Education Center fall under Student Affairs. It is an incredibly important program that I think would benefit from being under Student Affairs.

I do not agree with the proposed action to realign the Construction Science department in to the College of Engineering. The College of Architecture has long been a logical fit. Most graduates will make careers in vertical construction trades with responsibilities of managing the construction process, a vastly different discipline than that of engineering. In vertical construction, the contractor's coordination is primarily with the architect. Engineers, on the other hand, are consultants that work for the architect. For this reason, I feel that the interplay between contractor and architect is more important than the interplay between contractor and engineer. Of course, though a minority, there are construction disciplines that work directly with engineers, and maybe those would be best suited under the current construction coursework currently offered in the engineering college. The Construction Science at Texas A&M University is widely regarded as the preeminent program in the country, and realignment could act to restructure the key elements of the degree that have catapulted it to a standing that is second to none in the industry. I strongly urge to reject realignment of the Construction Science department.

I agree with combining the College of Liberal Arts and College of Science, on the condition that one college does not over dominate the other. I agree with Recommendation 2 as well. I think this is a great idea however, I do not believe the university is a visual arts school (other than the dept of vis.). Not every university needs to offer every major available. I disagree with finding number 4. We need to stop expanding. You don't see luxury car brands making more vehicles to increase ownership? No, why? It lowers the value. Stop lowering the value of programs! Recommendation #6: as an archivist, I think this is a great idea. If anything, allow courses pertaining to Library studies and offer them as electives for history or political science majors. My background is in History from A&M and I am an archivist for the USAF. The only issue I have is A&M is known for being an engineering and business school. Will this remove resources from our top programs, watering them down? I have no input for the other recommendations

If this would allow you to address departments that are off doing their own thing, that would be a good thing.

I disagree with the report's contention that there is something wrong with a STEM-focused university under-representing arts, humanities, and social sciences. On the contrary, resources at a STEM-focused university like Texas

A&M should be reserved to a large great extent for engineering and science programs, to a lesser extent for the arts and humanities, and to hardly any extent at all for the social sciences.

In reviewing the section on Academic Realignment, I can say that developing a department of journalism is definitely not in the best interest of TAMU. The media in this country has lost their souls to the almighty dollar. Look at the garbage that the Battalion churns out day after day, week after week. The Battalion HATES this university and preaches hate non-stop and yet the university supports them in the name of free speech. Is there ever a 'other side' published? I think not. A department of journalism would invite more progressive, hateful people who are never ever satisfied. This runs counter to the very heart of what being an Aggie is and our core values. Actually, I am not in favor of establishing a college of visual arts either. Look at the roots of the university. Most degrees are solid, STEM, Engineering, etc. Many of liberal arts majors are still working at McDonalds hoping for their big break. Sorry, not a fan. I like the idea of elevating and merging the Bush School with the department of Political Science. That seems like a good move. Also like the consolidation of the life science behind the Institute of Biological Life Sciences. It would seem there would be benefit to all of those by consolidating. Much of the consolidation recommendation make good sense. The key is to group them into departments that make sense for the purpose of better collaborations, better use of materials, and better student outcomes in the long run.

As a BIMS graduate I started off in the Dept of Biology and then transferred to BIMS. I agree with a general first year in Biology before specializing. I was preMed and found it strange to take vet/animal courses. I hope the Music/fine arts depts are expanded. I was in the Symphonic Band and was grateful for that. At first, I thought you had to be in the Corps to play in a band. Rudder auditorium could be expanded or a new performance hall built to expand offerings.

No change. A&M should not be like other universities

Recommendation 1: The rationale given doesn't work for me. Recommendation 2: What input did the College of Architecture provide? If they endorse the idea, then it is worth considering putting it and the other arts departments in the College of Liberal Arts. Recommendation 3: How is the need for the creation of a department determined? If there are no criteria for making such a determination, then develop it. If journalism, voice, or basket weaving meet the criteria, then create the department. Recommendation 4: This make since to me. Recommendation 5: This needs a serious cost analysis. Recommendation 6: See 3 above. Recommendation 7: This make since to me. Recommendation 8: This make since to me. Recommendation 9a: No, those closest to the area of study need to develop the degree plan. Recommendation 9b: If you want to build a small animal hospital then do it. You don't have to reorganize or refocus the vet school. Recommendation 9c & 9d: If the Colleges involved believe is this should be done, then do it. Don't we have a process for making these kind of decisions between colleges?

As an owner of a Commercial General Contracting company in the State of Texas I believe moving the Department of Construction Science as proposed in the MGT Consulting report dated 10/19/2021 (under recommendation #9c - Rationale #9c) from the College of Architecture to the College of Engineering would do a disservice to both the students and the commercial construction industry as the graduates of the program typically end up in the commercial construction industry which is more directly and integrally connected to the architect arena rather than the engineering arena. Most of the graduates are involved in vertical construction in which the architects are the dominate design entity. I believe a much more appropriate education and preparedness for these students can be derived as it currently is being provided in the College of Architecture.

I graduated from the College of Architecture with a Bachelors of Environmental Design degree. I read that you are considering realigning the College of Architecture. I believe that this is long overdue. While the Department of Visualization is a great source of pride for the College of Architecture, I agree that it should not be in that College. I felt that the College Architecture had lost its way when I was attending class in the 80's. Your ideas for realignment don't go far enough. In my opinion there is no purpose for a degree in Environmental Design. I believe that the purpose of receiving a degree is to further advance your abilities, knowledge and be able to enter the workforce with a basic starting skill set and allow you to build a career. The Environmental Design program is too watered down to be architecture and not broad enough for general design. The majority of other universities offer a 5 year Architecture Degree, a 1 year Masters and a 1 year Doctorate program. TAMU offers a 4 year Environmental Design Degree, 2 year Masters and a 1 year Doctorate program. The watered down 4 year program leaves students at a disadvantage compared to other universities for obvious reasons. I feel that a real 5 year Bachelors of Architecture with a path to becoming licensed and working for an architecture firm would be extremely beneficial to the College of Architecture, followed up with a more traditional 1 year Masters and 1 year Doctorate. The Environmental Design program should be



changed into a more general design degree focused on design concepts, flow of concept to product, computer modeling, computer design, marketing, business, 3D printing, etc. I was in my junior year when I realized that I wasn't being put in a position to become a licensed and practicing architect. When I inquired about the curriculum, the standard response was that you would focus on that when you're a junior and senior, but that wasn't really the case. The degree plan should also include some landscape and city planning classes. I believe that the College of Architecture has a rudderless dinghy among other universities. Texas A&M has always been known for their Veterinary, Engineering and Agricultural prowess. The medical Doctor program has expanded tremendously since my time and now with Mays Business School, it is a top program in the country. The addition of Visualization was a huge success, but really serves as a distraction for how lowly the Architecture program really is. Architects historically designed bridges, buildings, skyscrapers, urban design, cities and they hired the engineers, now they work for building construction companies and have little influence on the structural aspects, home design or urban planning. I would love to see a completely revamped Architecture program, one that lifted it up to compete with the rest of the world and set up students to be the successful Aggies that our other Colleges have become known for.

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The proposals here intrigued me. I specifically like the idea of the realignments around strengthening liberal arts programs. Hopefully this will increase participation in these studies by students in STEM programs. As an engineering manager who retired five years ago, I can say that I would gladly have traded some of the academic technical training that recent graduates that I hired had received for increased: writing skills; speaking skills; and creative talents that so many seemed to be lacking. If they received the basic technical skills I could teach them the advance technical skills they needed. I also agree with elevating the Bush School of Government and Public Service. I have a nephew who graduated from A&M with a Political Science BS in the past four years. He repeatedly stated that the time he spent at the Bush center was much more impactful than any thing else he did in his academic studies.

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Strongly disagree with the realignment of liberal arts and sciences and geosciences. Are we just trying to create a giant college here, why put them all together? As a former student in college of science (math) and faculty member of the math department at TAMU, I do not agree with the thinking here. If anything, combining the sciences would at least be sciences kept together (college of sciences with geosciences) but definitely NOT liberal arts in there with these disciplines. Just because other schools combine these does not mean A&M should follow suit. I feel it's a bad idea to group them all into the same college. "This advocacy is a value in recruiting faculty in the arts, humanities, and social sciences which are often underrepresented at STEM-focused universities" taken from the report means nothing. How does having liberal arts in the same college as sciences and geosciences entice faculty members from liberal arts? It makes zero sense. Again, just because many schools use this model does not mean we should follow suit. Keep the sciences together maybe. A meteorology degree (atmospheric sciences in college of geosciences) is more like an engineering degree with all of its math and science involved! I think many will be disappointed if this merger takes place and to me, it's not in the university's best interest. Why the need to create one giant college by combining the three? I don't see the advantage here at all and feel some administrative ideas like this exist only to give admins something to do.

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Moving the Department of Construction Science to the College of Engineering is a poor decision and should not be considered. If the Department of Construction Science is to move out of the College of Architecture in order to improve the architecture departments, it should be moved to the Mays Business School as that would be more fitting than Engineering in terms of applicable curriculum. In my 8 years of commercial construction experience as a project manager for a large general contractor, I wish I had more knowledge of business related classes than engineering related classes.

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As a former student that is currently employed in the construction industry, I do not agree that the Construction Science program should be moved to the College of Engineering. I am a Construction Superintendent employed by one of the largest General Contractors in the United States and have found my most important job skill is being able to communicate with Owners and Architects about what is constructible. Being part of the College of Architect gives Construction Science students the opportunity to interact with peers that will eventually be colleges and coworkers in the industry. Additionally, I have found the my colleges that attended school where the Construction Management program is part of the engineering school are lacking in this job skill.

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As long as the larger Arts & Sciences is not unwieldy to manage, it does help us compete against peer institutions.

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Leadership is most likely able to better choose, but I also prefer doing what is best for the school based on the university (faculty, students, etc) ; not what outside influences desire. Do we need all areas of study? What makes one area valid or invalid? We need to make our own way as what fits into the university and its path forward. There are other schools

that serve certain degree paths. Do we want to offer something just to do so?

RECOMMENDATION #9C RESPONSE: Having been one of the first students to have a double degree major in Environmental Design AND Building Construction Sciences and having worked in the real estate development field for over 30 years, I think it is a horrible idea to separate the two colleges of study in the College of Architecture for the benefit of national rankings in architecture. The two disciplines are so integral to each other and share so many similar and complementary skill sets that to separate them from each other is analogous to removing Ed Pychic from the educational curriculum - they go hand in glove! BC majors are not inherently "wired" like PE majors and don't want to "compete" at that level with future PE students. There are about 6-8 engineering classes in the BC program which makes no sense to move them to the engineering college. Part of your problem with the Architecture degree program is the 4 year undergraduate plus 2 years of graduate school may not necessarily align with other undergraduate design schools in the US. Concurrently, attracting major league architecture professors to Texas versus the east and west coast schools is going to take more money than TAMU is willing to spend since this area of study does not take precedence over the major colleges like Mays and the Engineer colleges. This is analogous to joining the SEC conference - more money yields more prominence in that arena and, maybe, more victories. I could go on for a while but, in the end, this will be a political decision and not one made from common sense as it relates to the construction/design industry. You

It appears a re-occurring theme is create new high salary positions - sort of a trend I have seen from elementary and high schools to colleges - make positions at enormous salaries for those who majored in Education but really don't have any real skills.

I disagree with the proposal to move the Construction Science department to the school of Engineering. Removing from the school of Architecture will eliminate the chances for future architects and contractors to collaborate and learn from each other. After being in the construction industry for a few years, I coordinate, work, and spend 95% of my time dealing with architects, rather than engineers. In addition, the requirements for getting into the school of engineering are more rigorous than the school of architecture. Many of the students who are in COSC may not be the best when it comes to test scores or memorizing lines to get through a test. However, when it comes to common sense and having an understanding of the bigger picture, how things come together, and leadership, the students in COSC are second to none. Moving the COSC program to the school of Engineering would reduce the amount of hard-working students that have made this program so great and successful over the years. You cannot teach hard-work, dedication, or perseverance. After all, many of the COSC students are 1st generation and TAMU would be making a big mistake if they lost these students due to stricter school of Engineering requirements. In addition, the curriculum and professors will most likely be affected. COSC students need a heavy dose of business classes in the curriculum and a hands on experience. This better prepares students for the industry, rather than classes crunching numbers or designing building systems. Changes in professors will alter the program as well. Part of what makes this program nationally recognized is the incredible relationships that the professors build with the students. The professors in COSC are second to none and know how to push students to achieve their greatest potential and provide school, life, and personal advice. As someone who attends the TAMU career fair every year, I have concerns that the students will not be as well prepared for the industry if this change is made. I would strongly suggest to keep the COSC department in the school of Architecture.

In regard to Recommendation #9c, I request that the University NOT move the Department of Construction Science from the College of Architecture to the College of Engineering. I strongly believe that Texas A&M University has one of the best construction programs in the country. The curriculum for Construction Science within the College of Architecture takes a unique approach to training students to become future construction professionals and leaders in the commercial and residential construction market. Graduates are much better prepared to enter the construction management ranks and make an immediate impact compared to other universities where their construction department is housed under civil engineering or another specialized engineering division. Texas A&M's Department of Construction Science has built a very strong reputation in the construction industry across the nation and especially in the state of Texas. The job placement rate for graduating students is very high. You only need to walk through the Construction Science Career Fair to see the time, effort, and expense companies put into recruiting these students for jobs and even internships. All this to say that despite what the report says, Texas A&M already has the right setup for Construction Science and Architecture. The interaction between the departments, and the industry specific curriculum generate graduates each year that are ready to enter the construction management workforce. I appreciate your consideration of my comments.



There are concerns amongst the Construction Industry regarding Rationale #9c, which recommends moving the COSC department from the College of Architecture, to the College of Engineering. I do agree that there are connections between the COSC department with Civil and Mechanical Engineering, and that future field lab opportunities on the Rellis Campus may give the appearance of more collaboration than actually exists. The current pairing of housing COSC in the College of Architecture represent a stronger connection that directly mirrors the structure of the "real world", where Contractors and Architects must form trusting, collaborative teams to execute challenging projects. Though engineers are a vital part of building design, they typically work for an Architect and have lesser direct contact with the builders. The Construction Industry Advisory Council (CIAC) has partnered with the Department of Construction Science since 1999. The CIAC is the envy of every other COSC program in the country due to its membership of ~220 companies, creation of endowed scholarships for the students, and dedication to recruiting and developing the COSC graduates. The CIAC has worked closely with department leadership to offer feedback from the needs of industry. There are concerns that the level of support offered by the CIAC may decrease should a move to the College of Engineering be realized. Specifically, the skills that the Construction Industry seeks are different than those taught in the College of Engineering. There is little practical value to require a COSC student to accrue credit hours in the engineering math and additional physics. The 120 hours would be much better spent in following the existing catalog structure.

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I was in the graduating class of 2019 in Construction Science. I'm not in support of the department of Construction Science joining the College of Engineering for a few significant reason. 1. The Construction Science department is already highly successful within the College of Architecture and is recognized as one of the most successful Construction Science/Management in the nation. 2. The College of Engineering at TAMU is already extremely competitive and overly populated that additional admissions into the specific degree plan is required after Freshman year. This would significantly harm the admissions and recognition for the department of Construction Science and would not bring value to the College of Engineering. 3. The career paths for graduates in Construction Science are very different than graduates in College of Engineering. Construction Science primarily prepares students to become professionals in managing construction projects in the Industrial, Commercial, or Residential sector from the standpoint of a Owner, General Contractor, Subcontractor, or Real Estate Developer. The degree plan is tailor made based on the demand of companies in this industry and purposefully does not include certain design courses that engineering students take. Instead, they're substituted for courses in scheduling, management, accounting, finance, planning or estimating, which are all vital for the construction management industry. 4. At the career fair, based on the current degree plan for COSCI, there would be a significant amount of companies that would not hire Construction Science students (and vice versa for Engineering Students). That's why Construction Science has its own Career Fair, separate to Architecture Students, due to the demand from the construction management industry. 5. The college of engineering generally has advanced expectations for faculty in both academic degrees and research requirements. However, some of the best COSC professors are industry professionals who may not meet these expectations and could be replaced by research professors. This would be a great detriment to the Construction Science department since there is a need for both industry professional faculty and research faculty.

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I am a former Construction Science graduate, class of 1999. I have 21 years experience in the commercial construction industry. I am a Sr. Estimator for Bartlett Cocke General Contractors. We hire many graduates from the program. I will say emphatically that the department of Construction Science does NOT belong in the College of Engineering. I can see how some may think this makes sense but I have to believe that the vast majority of people that have actually worked in this industry would disagree. The engineering portion of my degree has been the least useful in real life. We are much more business professionals in a specialized industry than we are engineers. We are not hired in the industry to engineer ANYTHING AT ALL. Engineers are hired for that. We are managers. Communication and management skills are the most important traits we need, not solving engineering problems. We do work way more closely in the industry with Architects than we do engineers so it makes more sense to be part of the school of Architecture. The best thing the university can do is to listen to the opinion of the CIAC on this one.

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I do not support the Construction Science Department moving to the College of Engineering. -"The Department of Construction Science is nationally recognized as a top program by the construction industry." Parts of the Construction Science program will not be the same if the department is moved to the College of Engineering and might cause it to not be one of the top programs in the nation. If other universities construction programs are not as highly ranked as A&M then why would we change to match what they do? -The Department of Construction Science career fair is almost as large as the entire College of Engineering career fair. Construction companies need this focused group of students. (MEP) Mechanical, electrical, and plumbing subcontractor's have the opportunity to recruit from the College of

Engineering and instead choose the Department of Construction Science.

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Please reference recommendation #9C Maintaining the Department of Construction Science within the College of Architecture is very vital to the overall construction industry operations. This department and the involvement of the CIAC is rivaled across the country for the overall program and the talent. This department fosters the type of talent that this industry is attracted to when it comes to overall business acumen and thorough communication skills that are developed within the curriculum and internship programs. These skills are necessary when it comes interdisciplinary relationships with Architects. Staying in the College of Architecture allows collaboration with the Architecture students which is vital as both transition into the industry. Residential construction could potentially have a significant negative impact without maintaining the Department of Construction Science within the College of Architecture. Roughly 25% of the students who graduate within the department go and work in the Residential construction market. Our industry is making significant impacts when it comes to Diversity, Equality, and Inclusion. This diversity of thought mindset is very important to the industry and the Department of Construction science shares the goals the industry is striving to be better in. Overall talent, Interdisciplinary relationships with Architects, residential construction, and DE&I are just a few examples of how these areas will be negatively impacted if the Department of Construction Science is moved to the College of Engineering. I love the college of engineering, in my opinion it's the best in the country, however, if the Construction Science students wanted to become Engineers they would have started in Engineering.

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I see this as more of a grab for the university to get higher ratings rather than trying to cater to students. However, I do understand the necessity of merging the sciences into one college so that it doesn't look like as much of an after-thought of adding colleges for recommendation 1 as well as from a funding standpoint if the colleges are closely related, why not just have one. For recommendation 2, given the Visualization's success in the career field as well as the performing arts, I agree that they do deserve to have their own school in order to have the equipment and studios necessary for further success. Recommendation 9a, I believe would be counter productive. Having a University Studies degree is dangerous as it is in giving the students the freedom to create their own degree, although, right now the only stability it has currently is being tied to a focal point within a specific College/School. In moving all University Studies programs to a sole college, I struggle to see how this would give the students a specific structure and how they would basically end up with a degree that is all over the place and them not know what to do with it. I believe that in allowing the University Study programs to stay in their current Colleges/Schools create a more structured environment for students and it still allows them to have that choice of studying something within their college of choice without doing the main program. Having a little bit of a combination of studies where as the whole program being open for a hybrid of who knows how many disciplines and the students not know how to apply it later on once they graduate. Recommendation 9b, would recreate that isolated atmosphere that the College of Architecture has grown so far to remove. Students of the College of Architecture are able to interact with other students of COSC and students of VIZ (which they do deserve their own school - what if the COA offered more courses in BIM and or other building software that would take the place of the Viz courses?), that interaction is necessary for the growth of students looking forward to their career paths. The career world still struggles to merge COSC and Arch students even though their disciplines are tied in more ways than a lot really think. I honestly think that COSC students and Arch students should have more overlapping courses so that they get to see how much their disciplines truly work together. I do understand, however, how the COSC program could be moved to the school of engineering given the schools push to be more STEM focused. What if there were courses offered in the new School of Sciences and Arts where students from COSC/ARCH/ENG would all have to take in order to better prepare them for the collaboration they will inevitably have to face in their career if their focus is building. There are students such as myself where I find myself working in a Construction role within an Architecture firm. I did not take any engineering courses or saw the need to and there were a few classmates that felt the same. In our line of work every discipline is separated to begin with.

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While I agree that separating the Visualization Department could help grow the program, the influential faculty are from the college of architecture. This program is a jewel and care must be taken to not diminish what makes it great just to make it larger. As a graduate of the college of architecture, it was good for us to receive cross education. Environmental design, landscape and construction science could learn from the adjacent degree programs to get a more holistic education. The science behind construction makes for a better architect. I feel these should stay in the college of architecture.

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My wife and I are both former students, who have been supporting our three Aggie children during their current academic careers at the main campus. What we have observed is that the Colleges already struggle to support academic

and career guidance with the limited budgets afforded them. While they are doing their best under the circumstances, I can't imagine how lumping multiple Colleges into one bastardized amalgamation is going to further the interests of the students, where their respective College should be their unique home for higher learning. What I see in this plan is a homogenization of education for the sake of monetary efficiency, where study tailored to future careers is placed in the back seat to a very limited group of drivers. It will thus be impossible for said drivers to have a firm grasp of the diversity of needs for such a wide array of areas of academic expertise, and that is a bleak prospect indeed. Nearsighted is the best way I can think of to describe this proposal. Hopefully, visionary minds will see a far more diverse path on the horizon for the University, and the Colleges it seeks to foster. Thank you for your thoughtful consideration.

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As someone who graduated from Texas A&M and majored in Construction Science, I understand the importance of this college in the department that it is in. There has been concerns for years that moving construction science to engineering could affect the college as a whole (that it has a chance to be dissolved), and it could affect students who cannot be accepted into the engineering program, but can get accepted into construction science. I attend careers fairs for my company for construction science, and I speak with students quite often. By realigning this college, there could be massive implications to the college and could in turn affect the construction industry because of it. It is the best construction degree in the nation and is widely known in the industry of being the best. By realigning, we are limiting the students who may not qualify to be accepted into a general entering program (when all they want to pursue is construction science). Therefore, in turn I believe the attendance of this college would drop, and shortly after, may merge into another college or dissolve completely, which has been a concern for quite a long time. I believe the best thing for this college, the students who want to pursue this degree, and the construction industry as a whole, would be to protect this college, and separate it from the college of engineering.

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I think moving COSC to engineering is a great idea and should be done. However, it should not be changed to impact the type of students that get in. "Blue Collar" & "make it happen" students should be the target like it is now. Not your typical math wizard engineering students. Also the current curriculum should stay the same at its base allowing for business and management orientated classes. Current classes need to be better tailored to actual construction requirements, COSC is on the right track but there is more they could do. Less than half of what I learned in the class room is actually applied in my field. I'd say 90% is from my internship. I think a way to do this would be having a class where you actually have to build a fake building. Set it up of a past building that was built with all its RFIs and ASIs and subcontracts and have a team discuss everything that went on each step of the way and then use that knowledge to make assignments and give these problems to a student ran team and have them figure out how'd they fix it. Include the weather impacts and delays and new drawings and mess ups in the field and teach them what the process of building actually looks like. Scheduling could really be run vamped to teach how to build a building with a teachers logic on each step of the building process.

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As a recent, former student and graduate from the Department of Construction Science (December 2018), I strongly advise against the recommendation of moving this department underneath the College of Engineering for the reasons below and more. I currently work for one of the largest general contractors in the state of Texas and have been placed on a unique, once in a lifetime project (TEES BAM Facility) due to my success that was founded from the prominent education I received from Construction Science being underneath the College of Architecture. First, the statement of there being "significant connections between this department and the Department of Civil Engineering, Department of Mechanical Engineering, and Department of Engineering Technology" couldn't be farther from the truth. Not once during my time in the Construction Science program did I have any associations or interactions with any of those three engineering departments or any of their classes. Whatever "significant connections" are being claimed to exist are purely theoretical. While a basic understanding of a select few civil and mechanical disciplines and concepts can be beneficial to a student of Construction Science, those are more than adequately covered in the department's current curriculum. Further, the deeper learnings, calculations, and design/engineering one would learn in any of those engineering disciplines and their basic classes greatly eclipse the knowledge necessary for Construction Science graduates to perform actual, real-life jobs in the professional construction industry. Second, a shift in focus toward any of those engineering disciplines and away from Construction Science's current curriculum would be greatly detrimental to the department's national academic standing and prestige. The current curriculum efficiently places a strong focus on the business aspect of the industry, such as management and construction law, finance, accounting, and other disciplines to prepare students for managing project contracts, budgets, schedule, and personnel. A potential shift towards design concepts would take away from the vital business understandings mentioned previously and contradicts what construction management professionals actually do on a daily basis. Anything past very basic design concepts

should be left to design professionals. Third, engineers rarely take the lead on construction projects. That responsibility is usually delegated by owners to the architects, who then rely on engineering disciplines for specific designs and calculations and construction management firms for the actual construction management process. Construction managers often collaborate with engineers through the architects since engineers contract directly with the architects as consultants. For this reason, strong relationships between contractors and architects are vital to the success of both industries. Housing the Department of Construction Science under the College of Architecture perfectly enhances the ability to achieve collaboration between the two disciplines. During my time at A&M, I was able to achieve a much better understanding of architectural processes than I would have if my department was under the College of Engineering and was separated from the College of Architecture altogether. I was also able to create relationships with architectural students that will carry forward into the professional world. Thank you for your time in reading this feedback. I hope you found my personal feedback and experience valuable and enlightening and will stand by the current structure for the Department of Construction Science under the College of Architecture.

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Disagree with moving Department of Construction Science from the College of Architecture to the College of Engineering

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This recommendation is a DISASTER! Liberal Arts and sciences and Geosciences should ABSOLUTELY NOT be combined! The College of Geosciences and particularly Meteorology is one of the top in the country. This recommendation would only water down The college of Geosciences and would affect the reputation of graduates from that department. My daughter is a current senior in Meteorology. That department is already underserved by the university. Honestly, this recommendation is shocking!

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We need to reduce or eliminate the College of Liberal Arts. Reassign science degrees to appropriate College.

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This is absolutely the worst idea. To group liberal arts with sciences is in my opinion horrible. There is purpose for every degree but trying to combine or align these groups is illogical. The liberal arts focuses on subjective and qualitative observations of the world. But the sciences focus on the quantitative iteration interpretation of our world. To mix these two vastly different perspectives is not valuable. The university is struggling to get students who are the best of the best through the engineering programs. I see the same fate combining the LA with sciences. The science students will suffer as a result.

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Liberal arts and Sciences need to be separate departments. LA deals in subjective reality while the sciences deal in objective truth. Their perspectives on reality couldn't be more opposite or incongruous. Sciences deal in research that is funded by corporations that liberal arts has no way of relating to much less has any business courting for funding. Support for science students will be undermined by this maneuver and the future of sciences at this university will be compromised and eventually cease to exist.

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Combining into a College of Arts and Sciences is a positive idea and would hopefully give those now separate colleges a more unified voice at TAMU. That doesn't mean I'm in favor of adding departments that don't have enough students to support the faculty needed for a degree program. In the last decade we eliminated many teaching faculty in areas that have tremendous growth in students. Any new departments should be self supporting. TAMU does not need to have every degree program out there.

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Moving Construction Science out of the Architecture department will not help the construction of buildings. Maybe there needs to be two programs. One in Architecture and one in engineering.

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Recommendation #1 - No. Leave the College of Liberal Arts and Sciences alone as they are. I understand wanting to reduce costs but at the students expense, No. Recommendation #2 - No. Let students that want a Performing Arts degree attend other universities that specialize in that area. Put that money into the programs we already have instead of creating a brand new school. Recommendation #3 - Yes Dept of Journalism - I think this could be done under the Liberal Arts without having to create a new school as recommendation #2. Recommendation #4 - No. By doing this, I see it diminishing A&M's conservative values. Strengthen the Dept. of Political Science classes instead without the merger of the Bush School. Recommendation #6 - Leave the libraries as they are. All this move does is create faculty positions that would want higher pay.

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Do not combine departments

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All academic situations should be on merit based only.

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I love the ideas of restructuring college advising and recognizing that most students do not know what they want to be

when they grow up and trying to fit them into a mold at age 18 is not creating a successful environment for them.

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I support the recommendations.

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Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

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My primary interest in this realignment is consideration of creating a new Journalism program. I was part of the J program in the 1960's (although my degree was granted by the College of Agriculture). My experience in the J program was a good one. Our professors knew what we had to learn to become contributors to the profession and the community we served. It is my hope that any "new Journalism program at A&M has a bedrock commitment to making sure the major turns out "honest brokers of information". There will undoubtedly be a tendency to want to turn out journalists with a politically conservative bias--and that would be wrong. Earl Rudder, for all the great things he did for A&M, really wanted the student newspaper to function, essentially, as an information outlet for university leadership--sort of a military-post newspaper. It was wrong then and it would be wrong now. Alternatively, it would be wrong to create Journalism culture at A&M that drew crusaders who see themselves as agents of change to correct the ills of society. All a journalist really has to offer is his or her credibility and that comes only from being trained to look critically at all sides of all issues and report from a down-the-middle viewpoint. Too many journalists in the media today have abandoned all pretense of being unbiased and, instead, land on the right or left politically. That approach has caused the general public to, in too many situations, ignore the trained writers and editors in favor of following social media in ways that reinforce their own confirmation bias.

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None

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I am not aligned to the suggestion to combine Arts and Sciences into one large department. I realize other universities do this, but I feel this would minimize/dilute the stature of the Sciences department at A&M. Sciences have been one of the academic attractions for A&M and don't want to see that reduced in order to give the school for main departments (agriculture, engineering, medicine and the Arts & Sciences).

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WOW, that's a lot of change and realignment! I'm concerned that your 4-legged stool does not mention the importance of Mays Business School and increasing TAMU's presence in undergraduate finance (investment banking and private equity) nor does it encourage recruitment of business students to get an MBA at Texas A&M. When was the last time you traveled the U.S. and someone mentioned they got their MBA from TAMU? Many hundreds of Former Students with degrees in finance or accounting from Mays have proudly declared they completed their MBA at The University of Texas just across the Brazos River, yet there's no mention in this survey of trying to rectify that. For TAMU to gain higher university rankings and infiltrate key areas of law, medicine, and business around Texas and beyond, our undergrads and other schools' undergrads must become feedstock for our graduate level programs of MBA, law school, dental, medical school and vet school. You've got vet school, law school, dental and medical schools covered in your 4 legged stool, but you fall short in the area of business and entrepreneurship. That needs to be addressed. I also worry about CEHD and all the departments you would strip from them. How are they responding? I serve on the DDC for CEHD and have heard nothing about this so far. Yes, a focus on educators and administrators is extremely important, but CEHD's Former Students do not generate a lot of extra cash to give back to the school. This will jeopardize much over time, especially educators and administrators. If we are doing our best in STEM and STEAM, we should also be increasing the number of students who want to participate in AGGIE TEACH so that we have Aggie engineers, biologists, artists, and mathematicians who want to teach our Texas children in Texas public schools. I'm in favor of consolidating and realigning where mentioned and minimizing redundancy, but not at the expense of any one college. I do agree the Bush School should have a larger presence and agree with movement of mentioned departments/degrees there. I'm concerned with the direction the Arts and Sciences will be headed, as well as a journalism department. We want to continue to differentiate ourselves from the University of Texas, otherwise we look like 2 identical large flagship universities that are simply located in 2 different towns/cities.

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I think the academic realignment makes a lot of sense. The situation in the College of Architecture is a perfect example. To increase the architecture program's national rankings, efforts need to be focused on creating a more rigorous design curriculum and attracting more talented faculty. Architecture is not traditionally one of TAMU's stronger programs, but the potential is there. Due to A&M's physical location attracting some students to the architecture program can be difficult. B/CS does not offer what a program based in a larger city can offer. It might be worth moving the architecture program to larger city altogether. Most reputable design programs are in urban centers. Look at the success of the

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architecture programs at UT Arlington and UT San Antonio over the past 20 years. As a design student most of the studio projects were based in Houston, Dallas or Austin, not in B/CS. Architecture at A&M needs to decide what it wants to be as an academic program. By allowing almost endless opportunities with multiple degree tracks and areas of study it has created a lack of focus for the program as a whole.

Combining Liberal Arts into a larger department of Arts and Sciences makes sense, and moving some departments into Engineering also makes sense.

Recommendation #1: This doesn't make sense. You want to combine two things that very seldom influence each other in the real world just because the combined entity would be larger. Maybe combine Science and Geosciences, but not add Liberal Arts into that. Those departments have vastly different research and facility needs and should be dealt with accordingly. Recommendation #2: This is getting away from the core of what TAMU is known for; agriculture, engineering and sciences. If you want to be the best at something, you don't try to become "ok at everything".

I don't have a lot of experience here, but I would prefer TAMU focus on where we believe we can truly be "World Class". Perhaps my opinion is not fully informed, but Engineering, Agriculture, Life Sciences, Veterinary Science, Business and Government Affairs appear to be our core strength (ai may be missing a few). I'm not sure a redirection of focus and funding toward areas like Fine Arts and Performing Arts really helps our university or the world class reputation we seek. If I were voting, I would vote to allow other universities to focus in these areas and redouble my TAMU efforts toward investment in our core areas strength and strategic growth. One specific topic and area of passion for me is the Industrial Distribution Program within the Engineering Technology Department. I believe this program is SO well regarded in its field and it's graduates have developed such an impressive reputation that it should be considered its own department within the College of Engineering. As a graduate of this program, it's connection to the College of Engineering has opened a multitude of doors for me and the professors with real technical, applications and industry background provided a major jump-start to my career. This program enjoys unparalleled credibility in its industry and showcases great strength for the University....we need to promote and market its National and international reputation much better. Engineering - I spent a number of years in the Semiconductor industry and have been involved in technology innovation most of my professional career. I'm concerned that the College of Engineering does not focus enough on the critical Semiconductor/ Electronics industry at a time when global and National interests are oriented here. If we focus here, we can dominate.

Moving the construction science department to the college of engineering would be detrimental to the program. With 100% job placement, construction science is the university's most successful program in terms of setting students up for success. A majority of transfer students into the program come from the college of engineering. This is because the general requirement classes for engineering are extremely difficult and "weed out" many of their students. Those classes do not align with the construction degree and are not necessary for us to take. Moving the department of construction science to the college of engineering would eliminate a second change for those students and would serve as a road block for the success of the department. Also, after graduating and working in the industry, construction science graduates work directly with architects every single day. We very seldom interact with engineers throughout construction. It is imperative that the department of construction science remains in the college of architecture.

Academic realignment into four (or, however many) units should not take place without a clear understanding of how 'minor' academic units will fit into the larger units without losing their identity or purpose. Responsibilities and support of ALL academic units should be clear. The economy of the efforts to reorganize academic units must be clear, and they must not sacrifice the existence, identity or capabilities of smaller units.

Performing arts? We seem to be reaching based on schools with a different demographic. If it ain't broke, don't fix it. We could be journeying further away from being world class. TAMU is unique not cookie cutter.

The MGT Report proposes the creation of the Department of Journalism, situated in the College of Arts and Sciences. As a journalist for more than 30 years, in print, broadcast and radio, who has a master's degree in mass communication and has taught as an adjunct professor at SMU, I feel uniquely qualified to voice an opinion. We need to think bigger than a Department of Journalism. I would prefer a School of Journalism and Communication. We need to consolidate TAMU journalism (faculty, programs, degrees, and resources) in the rebranded department. Department head Hart Blanton has a great vision for what the School of Journalism and Communication can be and, frankly, should be going forward. The University of Texas has a model for TAMU to follow, with a Texas A&M former student running the department. Journalism encompasses so much more than it once did. Print journalism is dying. (No one knows this better than me, having been laid off from a newspaper in 2017.) We need to adapt with the times and offer a multifaceted education. I



think this is easier done in a School of Journalism and Communication.

I believe if we did not continue to increase enrollment numbers realignment would not be the issue it is. If more and more students are allowed we will continue to lose what has made us us. It becomes sadder and sadder every fall when I return to campus and spend as much time as I do there. What made our beloved university unique is no longer. We have become just like every other major university, how many 18-22 year olds can we shove in a class or dorm that will give us their money? Currently what is it? About 55,000, with about 50,000 of them not believing in the Aggie Core Values. Heck they probably can not even name one of them.

CoSci should not be a part of the the College of Engineering. It should remain as is.

[REDACTED]  
[REDACTED] reading the "Academic Realignment" section of the report I see Recommendation #6 on page 32 suggests merging the University Libraries into a newly created College of Arts and Sciences and creating a new Department of Library Sciences. The Press reports up through the Dean of Libraries. How would Recommendation #6 affect our impressive, award-winning Press? When I first joined the Advancement Board 10 years ago the Press reported through the President's office, which was entirely appropriate considering how important it is to the University and its proud history of publishing exceptional works. A new Provost moved the Press' reporting to the Provost office and then eventually under the Libraries. Is the Library the best place for our Press to reside? I realize this is how some universities have it structured, but I'm not sure this kind of structure is best for A&M. Please compare the size of our Press to the University of Texas Press and other prestigious universities. I think you will find the Press to be quite a bit smaller than our friends in Austin. This grates at me. Would a different, more visible, reporting structure and a commensurate increase in funding allow the Press to serve more citizens of the State of Texas and better reflect its contribution to our great State? After all, the stated mission of the Press is: "Our mission is to be the preeminent academic press in selected fields by publishing high quality books and other works that educate readers and advance knowledge in the most technologically efficient and fiscally responsible way possible, while enhancing the stature and reflecting the mission and growth of Texas A&M." Please note that the Press is largely self-sustaining and requires very little financial support from the University, relatively speaking. We all desire the best for A&M and our Press. I do think it worthwhile to consider the best reporting structure for the Press, as well as levels of funding, to enable it to flourish.

Stop this diversity and inclusion madness. You are wasting money and teaching the wrong thing to new generations.

N/A

I would like to recommend that significant increases in financial be focused in the areas of medical research (Alzheimer's/dementia) and space exploration). I want Texas A&M University, one day, to be the predominate leader in these fields (above all other

Thank you for the opportunity to provide feedback on TAMU's MGT Report. 1. Comparison(s) to "peer" universities. This phrase was used throughout the report, not just within the Academic Realignment section. There are times and places where regressing to the norm is appropriate and there are times where an organization needs to stand apart from its peers. I felt the report predominately used the term in a negative way and rarely (if ever) acknowledged the positives in taking a different approach to educating students as compared to peer schools. 2. Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. a. Rationale 1: The new College of Arts and Sciences will heighten its stature as the home for one of the largest undergraduate curricula at TAMU. Comment: While I am completely oblivious as to how resources are distributed amongst the colleges, the only way an "increase" in stature makes sense if the new College out-competes the remaining colleges at the University relative to the current baseline. For example: Assume Arts, Science, and Geosciences each get \$1 in university support, \$3 in total). If the new College of Arts & Sciences would get \$4 in resources because of "increased stature" – okay. But if the new College gets the same \$3, so what (putting aside savings in administration by having one Dean vs three Deans). Bottom line: Not evident in the report as to what "increased stature" brings to the argument for combined the three schools. b. Rationale 2: TAMU's College of Arts and Sciences would align with similar colleges at most of its peer institutions: 12 of 19 peer institutions use this model. Comment: The statistics are roughly a 60-40 split. ~60% of peer institutions have a College of Arts & Sciences, ~40% do not. While 60-40 split is a landslide with respect to general elections, the difference is not that far from a 50-50 split. Likely the "peerest"

of the 19 peer institutions is the University of Texas – Austin. And UT-Austin has an independent College of Geosciences. If TAMU is competing with UT-Austin for geoscience undergraduate students, graduate students, and faculty, then maintaining parity with its in-state peer by hosting an independent College of Geosciences would enhance its ability to attract top talent. c. Rationale 3: This larger college structure creates a stronger advocacy for the liberal arts education at a STEM-focused university. This advocacy is a value in recruiting faculty in the arts, humanities, and social sciences which are often underrepresented at STEM-focused universities. Comment: While I am in general agreement with the reasoning presented in this rationale, the fact is TAMU is Land Grant university. d. Rationale 4: ....there should be significant cost savings by reducing three administrative college structures into one and using those funds to support the new College academic and research mission. Comment: I am in general agreement with this rationale. e. Comment: TAMU is a Land, Sea, and Space Grant university. It was not apparent to me that the MGT report acknowledges this fact – which enhances the argument for maintaining an independent College of Geosciences.

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Texas A&M is a STEM-focused university. This is the strength of the university and what lends credibility and prestige to the degree. It is what attracts donations and research money. I do not believe we should expand liberal arts studies at the expense of the core competencies of the university just to try to make diversity numbers look better. Texas A&M does not receive unlimited funds so money spent expanding liberal arts is money being diverted from a core strength. As a Nation, we are trying to get more kids interested in STEM competencies because the jobs of the future demand these skills. If we really want to make a substantive impact, we should be partnering with schools and reaching out to kids in primary and secondary school--especially in underserved areas-- to introduce, encourage, mentor and support these kids in pursuing an education in the STEM subjects. That's how Aggies make a difference. Also. claiming that just over half of peer universities combine their schools of liberal arts and sciences into one college is not overly compelling. There are plenty of colleges and universities in Texas that have very strong liberal arts departments for Texas kids to pursue those interests. Instead of trying to do a lot of things halfway, we focus on doing fewer things very well and better than anyone else.

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I agree with the recommendations in the report.

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Just because other Universities combine Liberal Arts & Science & Geoscience doesn't make it right, nor do the skills in one area necessarily translate to the other college. Maybe Science & GeoScience makes sense, but Liberal Arts??? While some of the suggestions sound good, it seems that the consultants want to grow admin overhead without a return in investment determined.

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Combining colleges just to be one of the 'Big Four' at A&M or to be "comparable in scale to those at our peer institutions" is ridiculous. It would be worthy of consideration if realignment provided: 1. Innovative learning opportunities for students in the combined colleges. 2. A broader scope of their major field 3. An opportunity to 'cross pollinate' in similar fields other than their major. 4. Reduced costs. Combining Liberal Arts and Geo Science doesn't make sense to me... there needs to be synergy if you combine colleges. A&M doesn't need to copy the Univ. of Michigan, Rutgers, or any other university. A&M should be leading the way in offering the highest level of education in every college. If we can't do that, we should concentrate on the ones that can attain that level and forget about the others.


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My concern is that combining College of Geoscience with the other two colleges to become a new College of Arts and Sciences is that endowments, scholarships, and other money designated for College, department, and even more specific categories. These should be sanctosanct. My warning is that “bigger is better” does not necessarily hold as the rationale given for combining these colleges is that they are smaller than colleges at peer universities.

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As a graduate of TAMU with a degree in Community Health, I am NOT in favor of moving the program to Public Health. I currently have a TAMU student who went in studying public health and has switched to community health, so I am seeing this from multiple lenses. The nature of the CH program fits far better into the college of education, particularly when you look at what graduates of the program do for internships and careers. To a student these respective programs (CH or PH) there are indeed stark differences despite what the reviewers found. I highly discourage taking this recommendation.

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Please do not allow the absorption of the Construction science program into the school of engineering to occur. It places the degree's faculty at risk, as well as potentially diminishes the education to those who are coming through the program. The construction industry is heavily based on experience, and requiring professors to have a higher form of education (which seems may be the case) in order to perform their duties will only reduce the quality of professor in the department. As it stands, I, and many others, have enjoyed the wealth of knowledge industry professionals such as 

These are not academic men, but are ones with experience and knowledge of the industry that far surpasses anyone who attended school and received a masters degree. Eliminating this type of person from the professor pool will be detrimental to the education the current and future students of the department will receive. You have one of the best construction departments in the country, making changes similar to those proposed can cripple such a great program. I hope that you take these notes into consideration. Thanks and  
Gig'em Class of 2020

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This may prove fruitful.

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I believe that switching the Construction Science department from the College of Architecture to the College of Engineering would negatively impact both current and future students. As a construction industry professional, I have had significantly more interactions with architects, not engineers. By having the program within the College of Architecture, it allows for COSC students to gain significantly more insight while in school with those whom they will be interacting with the most upon graduation once they begin their careers. While commercial and industrial construction members do have some degree of interaction with engineers, the residential builders of our industry have virtually no contact with engineers. This is a very large market in our state, and would encourage less students to pursue a career in residential construction, therefore significantly impacting this sector of the industry.

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I'm not sure about the realignment, but I would say it should be aimed at reducing overhead and improve and shorten lines of communication. My main concern in this area is we are graduating entirely to many students in disciplines WHERE THEY CANNOT FIND A JOB. Why does A&M allow this? Do you not follow-up on recent graduates and see how successful they have been in getting a job? When I graduated the U.S. Military made sure that all of us guys would have a full time job right away - but not so today. I know many students see going to college as a continuation of their social life and choose a major they think will not be overly challenging, but why are so many spaces available in disciplines that have low job demand?? I have met far too many recent graduates who were waiting tables in eating establishments rather than having good full time jobs that relate to their major. And, - a lot of these students have racked up tens of thousands of dollars of debt.

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In short, the the first recommendation of the academic realignment makes no sense. It does not matter what other schools do or that their college of science & liberal arts is the largest at their university. The size of the college doesn't matter. There is very little overlap between the college of science and college of liberal arts, so combining them would only serve to demolish the relationships and structures already put in place. It would put already-strained resources and staff in each college under more stress as the size of the college increases. Combining the colleges of Science and Geosciences would be a logical option, but adding liberal arts serves no sensible purpose. It only serves as a way to siphon money from the sciences into liberal arts departments. Recommendations 2-5 would be acceptable, as long as the department of Biochemistry and Biophysics was also given access to the new institute. Library science is not something that belongs with the College of Science. Having the word "science" in a name does not make it a science in the same way biology and chemistry are sciences. It's an insult to actual scientific degrees to lump liberal arts and 'library sciences' into the same college. Recommendations 7-8 are acceptable. Recommendation 9a is unnecessary. Let students in University Studies decide which college they want to be associated with. They should not be required to be in the college of science. Recommendation 9b is acceptable. Leave the College of Architecture as it is. The different departments in the college collaborate very closely to solve problems. Construction science students intentionally do not join the college of engineering. The College of Engineering is notorious for not having the space and resources available for supporting all of its students. Adding the Department of Construction Sciences would compound that issue. Recommendation 9d is acceptable.

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I agree strongly with Recommendation #1, #2, #3 & #9c. All other recommendations sound logical. Recommendation #1: I am an engineer, but I clearly recognize that the creation of a College of Arts and Sciences will be the capstone in making TAMU (already a great university) a "complete" university of the highest standard. The resulting four academic pillars: Arts and Sciences, Engineering, AgriLife, and Texas A&M Health will make TAMU second to none. Recommendation #2: Establishing the School of Visual and Performing Arts within the College of Arts and Sciences is another strategic and tactical step in completing the "whole TAMU." In my opinion a College of Arts and Sciences would have a HUGE hole in it without the School of Visual and Performing Arts. Recommendation #3: A strong Department of Journalism is a must at TAMU. Our nation has a critical need for better journalists in all media categories, and very few universities are producing the quality of graduates required. TAMU can do that! Recommendation #9c: I believe all of the steps outlined in #9c are the proper things to do, but one that strikes me as absolutely essential is the recommended

move of the Department of Construction Science to the College of Engineering. All of the reasons in the last paragraph of the rationale are right on the money. The close relationships to the departments of Civil, Mechanical, and Engineering Technology are already apparent, and without doubt the move will create a pathway for more and better research collaboration with TEES.

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As a long-time member of the construction industry, I think moving from the architecture to the engineering college is very concerning. The construction science department is very successful in its current status and a major change could jeopardize that nationally-recognized excellence. Most graduates of the COSC department graduate to then work for a Contractor firm. These firms typically work on projects directly and/or contractually with architecture firms, not engineering firms. Therefore the strongest need for interdisciplinary collaboration in school and in the industry is primarily for COSC-ARCH, not COSC-ENGR. Although this is true for most sectors, it is particularly a problem for residential construction which has very little engineering interaction. This move would guarantee a reduced residential construction student-graduate population, in a heavy growth Texas market. A major accomplishment of the COSC department in recent years is the increase in first-gen Hispanic enrollment. Diversity and HUB are vitally important to the future of the construction industry which is facing historic labor shortages. Moving to a college with potentially higher tuition and admission requirements would take major steps backward in this joint endeavor. The success of COSC is due to the curriculum, the faculty, and the industry involvement in the program. The proposed college change would likely have a significant effect on one or more of those three pillars, eventually if not immediately. I respectfully ask that the university continue to research, carefully evaluate, and create open lines of communication before considering this change.

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Agree with assessment, more colleges within the University interface.

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The consultants appear to give undue weighting to other universities that have combined liberal arts with science. If you exclude the non land-grant universities from their universe, the weighting among selected land-grant colleges is equal. It appears that the overall rationale for combining these disciplines is the creation of the largest school within the university. If the discipline of pure sciences is to be combined with any other school, any of the sub-disciplines would have more in common with engineering, agri-life and health than with liberal arts. Therefore, I do not see any overwhelming reason to combine science with liberal arts. As to a school of journalism, I strongly suggest that the president seek the views of Bob Gates who withdrew the academic discipline from within TAMU before reinstating such. I also strongly recommend that "The Battalion" not be under the purview of the journalism department if one is reestablished.

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Right now College of Liberal Arts is the only college that is working hard to create a workforce that can address the diversity challenges of the 21st century. It is the only college that offers discussions, seminars, and courses that help broaden students' minds to different perspectives. It will be a big blow to Texas A&M's reputation if the College of Liberal Arts was forced to disappear. The university already has a reputation of being a hostile place for minorities. Downplaying the importance of liberal arts will once again show that the university does not care about diversity and having tough conversations. I am also not sure why and how the list for the peer institution was chosen. If you talk to any student or faculty, the first university that we compare ourselves to and strive to be better than is the University of Texas-Austin. The list only includes 2 universities from SEC. I am not sure why Cornell and Duke are considered our peer institute when they are private, small, and highly selective universities? The list has 3 universities from California and none from Texas. I love statistics as they can be used to convince your point. I can also easily create a list of "peer" universities where the College of Liberal Arts is separate from the College of Science. The question this report does not answer is why is this change needed? What are the costs and benefits of this change?

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Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. Traditionally, civics, social science and history take a back seat to science when STEM becomes the priority. I see little in this recommendation to alleviate that outcome. The social sciences provide the context and why of science and math and the continued devaluing of them in our school systems from kindergarten through graduate levels are creating the conditions where citizens understand the "how" of a discipline but not the "why". We have a fundamental lack of understanding of our nation's history and contributions to the world, which results in a deterioration of our national identity, pride and sense of patriotism....the very things Texas A&M always stood for. Removing the "why" devalues the entire mission of a land grant college, which is the "teaching of practical agriculture, science, military science, and engineering—although "without excluding other scientific and classical studies"

I am in agreement with the different rationale for realignment of many of the departments cited. However, as an Architect, I find Construction Sciences are very much integral to Architecture and its practice. As a student I found great value in its curriculum and its inclusion within the College of Architecture. It became more apparent after I graduated and began my career. The recommendation to move Construction Science to the College of Engineering should be studied further.

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None!

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Not sure if this is Academic Realignment: Bring back Industrial Arts Education; create and mentor Shop Teachers. Re create the confidence you get from working with your hands.

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Combining Liberal Arts, College of Science and College of GeoScience in to one college will cause the loss of specificity to the degrees. Each of the degrees offered within the colleges require a certain base element of study and significant focused curriculum to create the high valued employees that employers are looking for. You lose that specificity when you combine Liberal Arts and Science, each of which has its own areas of emphasis. Each Art or Science would lose some of its specific classes in order to complete the base curriculum requirements that each college would put on its first and second year students. This waters down the potential employee pool and makes the graduates less attractive to potential employers. As a former Construction Science graduate I strongly disagree with the move of the Construction Science department to the College of Engineering. I started as a Civil Engineer major and found my home in Building Construction/Construction Science as a Jr. In my 27 year career in the Civil Construction Business I have successfully started and built two organizations and consulted on the formation and development of others. I would not have had the base I needed to do that as an Engineer. My education in Construction Science provided me business, law, economic, public speaking, and marketing/human resource introductions. Moving this department in to the College of Engineering and requiring these students to apply as Engineering general in their first year and then trying to be assigned after their first year will cause us to lose quality students to other Universities who allow the Construction Science or Construction Technology students to focus on the contracting business and not so much on the Engineering side. Engineers and Construction Professionals are two distinctly different career paths. As an employer in the Construction industry I am more drawn to the Construction Science path because of their well rounded class background. Moving this College to the school of Engineer will take that focus away from the business side and focus it on the Engineering side. In my opinion faculty and graduates would echo this sentiment. Stating that Construction Science is just an offspring of the Civil, Mechanical and Electrical Engineers discipline is just plain wrong.

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As a former student of the College of Architecture and a practicing architect for the last 22 years, I want to briefly address disagreement with the recommendation to move the Department of Construction Science out of the College of Architecture. For the entirety of my career and during my time of undergraduate and graduate education I have witnessed a disconnect between Architecture and Construction that is detrimental to the practice of architecture more so than to Construction. Architects seem to fancy themselves as the creative geniuses, while Construction professionals see themselves as practical, essential, and able to complete work without the help of architects whom they think are out-of-touch with how to really get things built. This disconnect starts in academia and perpetuates in practice, where it actually matters. There are consistently too many professors and instructors in both departments who have little to no experience in practice. They push ideas that further insulate and divide when they should be working toward partnering and integration to achieve success in the built environment. To move the Dept of Construction Science out of Architecture furthers the divide. Both construction professionals and engineers have been striving for years to reduce the requirements for architects and to absorb the responsibilities for design. Their efforts would strive to relegate architects to the theoretical and conceptual levels only, or absorb architecture entirely. If the Department of Construction Science is recognized as a "top program by the construction industry" then why move out one of the best things in the College of Architecture? The College of Engineering is much more varied in scope and type of engineering. Adding COSC to Engineering does not enhance Engineering, but rather makes their mission even more varied. So why is narrowing the focus of COA a good thing, while further diversifying Engineering and broadening the mission of Engineering also a good thing? Keeping the Dept of Construction Science in the College of Architecture and relocating Dept of Viz would solidify the COA as a college focused on the Built environment from planning, to design, to development and construction. If the Dept of Construction Science is moved out to Engineering, I anticipate we will accomplish nothing to improve our "ranking" as a COA, but will just further divide ourselves from the most critical partners we have that makes our profession a reality. I would encourage you to have more conversations with practicing architects and construction professionals. In short, I believe this is a terrible idea.

If it ain't broken, don't fix it. Nothing I read in the entire report convinced me there was such a compelling problem with how our schools are aligned now that any of them really need to be shuffled around or combined. Just because other schools organize their colleges a certain way doesn't make us wrong for doing it another way. Similarly, there is no compelling need for a Texas A&M School of Journalism, other than the report authors' personal opinions about "fake news". I've never thought of Texas A&M as a school that turns out journalists; we just aren't a journalism school, and there's nothing wrong with that. Similarly, the best-known journalism institution at Texas A&M, the Battalion, is regarded by the majority of students, current and former, as a "liberal rag." Right or wrong, its views are far askew to those of the rest of the university, and to further invest into such a program without correcting that misalignment would simply be irresponsible.

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The idea of merging the college of liberal arts into a broader college of arts and sciences is very interesting, particularly the suggestion that doing so would actually help increase the opportunity for the arts to be heard by and contribute to the wider academic community given that A&M tends to be a STEM-focused environment. However, steps should be taken to ensure that the liberal arts departments retain appropriate independence within this new structure. The recommendations regarding community outreach, particularly in the area of artistic and cultural outreach, show a lack of knowledge regarding what A&M already offers. MGT says we need a modern performing arts center, and museum spaces, but does not seem to realize that we already have the Rudder Complex, Bush Library, Reed Arena, Corps Center Museum, and MSC galleries. Existing facilities could be improved and/or expanded if not already sufficient for any new programs the university may wish to add, making new facilities an unnecessary expense cutting against the general emphasis on efficiency. The proposal to elevate journalism to a full department is an interesting idea, especially given the drop in media trust and media literacy noted by MGT. However, simply elevating the journalism program by itself will not address this issue. In order to help restore trust in journalism, we must help restore a diversity of ideas and viewpoints to journalism. A&M will not be able to contribute to the needed view point diversity unless we emphasize academic excellence and diversity of thought as previously mentioned in response to Faculty Affairs and Academic and Strategic Collaborations.

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If the academic realignment serves to strengthen the education in each degree plan, then it makes sense. However the realignment (as I read it) primarily serves to streamline the management of the university from a "back-of-house" perspective. Some of the suggestions do not make sense for degree-serving purposes.

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I believe that the department of construction science should stay in with the college of architecture....in the real world they work hand in hand. Better collaboration is recommended not separation.

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To whom it may concern: I apologize in advance for leaving the other fields blank. I don't really have much to add in the other fields, but do have a very personal stake in the academic realignment. As a graduate of the University Studies Journalism Program in 2018, I feel that it is vital for the school to establish a journalism school with the appropriate funding to back it. A big reason I went to A&M in the first place was an Aggie Journalism graduate who was my professor in community college. As one of the best schools in the country (Gig Em'), there really is no reason or excuse not to have a Journalism School. I never wanted to attend anywhere else to pursue a degree in journalism, so I felt like I took what was available by majoring in University Studies Journalism. This isn't to say I'm not proud to be an Aggie or of my time at school, but as Aggies one of our core values is: Honesty, and I owe my school that much. It's funny because when someone would ask me what I majored in, I'd answer with "Journalism," which was true to an extent — but I feel didn't hold the same weight as a degree from a program with a journalism school. Many of the classes in the university studies program were predicated on completing two minors, which, ultimately I felt provided little to no benefit to my overall pursuit of a career in journalism itself. Now, don't get me wrong, — there were several communications classes I thoroughly enjoyed, but I don't feel I would've taken them had there been a journalism school. The same can be said of the Sports Management classes I took, however, those were not beneficial to my degree other than to meet the requirement of taking two minors. I feel there was a strong disconnect between the field experience needed to work in journalism and what resources the program had available. I don't think this experience was found in class, rather than it had to be found outside of class. Despite these limitations, I took it upon myself to cut my own path. I wrote for the Battalion, The Eagle, and TexAgs during my time as a student at A&M and am really proud of the work I did for each outlet. Had I not worked for those outlets, my overall experience would not have been the same. The program requirements were the not right connection to the experience needed to be in the field of journalism. My hope is that a journalism school changes all of that for the next set of Aggies interested in writing and reporting. A&M bringing its journalism school is long overdue and a step in the right direction for the school as a whole. As someone with a career in education, you strive to see your students succeed and thrive while teaching them to think critically for themselves.

Although a journalism school isn't something I will experience personally, the next generation of A&M journalism graduates will be shaping the future and I hope I have the privilege of teaching some of them personally. Maybe they'll be inspired to attend A&M as I was by a fellow Aggie. But, when my students ask me what I majored in, my answer will still be, "Journalism." Thanks and Gig Em' [REDACTED] Class of 2018

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Keep COSC in the College of Architecture!

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I would welcome this. A school of liberal arts could be folded into a school of modern communications.

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These recommendations appear to be sound. Having a Department of Journalism is something that should happen immediately. Earl Rudder was wrong on this issue.

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I was very heartened to see Texas A&M's report highlight the need for a journalism department. News-gathering and fact-finding are important needs for the world right now, and if A&M is to remain a world-class university, it needs to demonstrate that it can teach the skills for its future citizens. It also needs to protect and embolden The Battalion as a voice for students unimpeded by university administration. The only thing I would add is to consider going beyond a journalism department and making it a School of Journalism, which would not only allow for more resources but also protect traditional niche offerings like agricultural journalism but also add new ones like social media and data journalism. This would be a big step forward for Texas A&M, and I hope you'll consider making this a reality.

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Approve, except put the Battalion under the communications department.

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Transfer COCS to COE. An initiative or recommendation I fully support. My experience attending TAMU School of Architecture, graduating August 1977, is that the most meaningful courses I undertook were in the Dept. of Engineering (COE) or the instructor was from COE and was sequestered to COCS. I strongly recommend giving COCS an "Professional" engineering focus and furthermore providing the prestige of an Engineering degree having the capability for the graduate to test as an EIT (Engineer in Training) and become a PE (professional engineer). The engineering courses I took in the COCS program were equally as demanding as similar courses taught strictly within the COE. I can name many examples. All of our foundation courses in math and sciences were exactly the same as those required within the COE. This change would step up the prestige of the COCS Dept., which is already highly regarded, but needs to be taken to a professional degree level.

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I am a graduate of architectural design. Class of '57. My comments are based on 50 years personal experience as draftsman, designer, construction documents, field supervision, and consultant to developers and lenders. I agree that Construction Management majors of my period developed into leading construction personnel in the field. I also believe that their early association with us, first 2 years, gave them an edge. Design majors of my period needed more Business Management training. We had to learn it all the hard way. I can see reasoning for the recommended realignment of the College of Architecture. Degree Plans with crossover courses could embellish Design and Construction Majors. Another possibility is the construction of degree plans with Design and Construction offered as master's degree Programs after appropriate degrees in other fields.

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The creation of a school for the arts and including the dance majors would create a greater sense of community among the arts community at TAMU. I am so glad to see dance considered so much in this report, considering how wonderful this program is.

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If Construction science is realigned with engineering, can the college of architecture still foster a relationship between the two departments? These relationships and understanding of one another are critical within the practice of architecture. We should be emphasizing the importance of technical building as well as design.

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Creating a central location for the arts would be beneficial in a multitude of ways. Firstly, artists inspire other artists. In the current state, dancers are on the opposite side of the campus as visual arts. There is no opportunity to collaborate or inspire each other. Having this shared facility would spark many new ideas and collaboration between different types of artists. In addition, the arts seem to be secondary to other "more important" majors. Having a building dedicated to them would help these students feel more cared for at the University setting them up for success into the future. These students like to be involved and sometimes it feels like they are left out. Texas A&M will be a more well-rounded and inclusive campus with these adjustments. Thank you for this consideration.

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I have mixed feelings about COSC being split off from the College of Architecture. I know when I was a student there was not a feeling of unity between both departments. As well, I do not think that being moved to the Department of Engineering would be any better, even though there are some engineering type courses I remember taking; Surveying

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and Soil Mechanics. I feel like COSC would be looked down upon by the College of Engineering as not being an Engineering degree. So I really do not know what is the right thing at the present. [REDACTED] 96'

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I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

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College of Architecture. I like the idea of refocusing on architecture for all disciplines in the COA. And I can see that's needed for better numbers and to make the institution work better. My main issue is the degree students in construction science could be physically disconnected from the other disciplines in the COA. Casual interaction, project teams, reverse rolls with construction science should be part of the solution inside the COA because that is a large part of what is needed in the "real world" to have great project outcomes. This observation has lots of outliers, caveats and tradeoffs. But I don't think you will lose too much if you can figure out a way to have the Architects and the Contractors start out on the same page.

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Moving the Department of Construction Science to the College of Engineering is a bad idea. As a graduate of the program, a former faculty member, and a senior construction industry professional I can say unequivocally that the department and industry is better aligned with Architecture than Engineering. I've heard this recommendation come up before and feel that the reason outside reviewers give this recommendation is a misunderstanding as to the educational mission of the Department. Construction Science is primarily a specialized management degree, it educates students on how to manage in a highly technical environment, including reading, interpreting and understanding architectural and engineering plans and details, but not generating those details. 90% of the students go to work for companies involved in vertical building construction rather than specialized mechanical or civil engineering work. To this end the 90% are best served by remaining aligned and within the College of Architecture, working alongside the future architects that will be the primary collaborators in their field.

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In my opinion the removal of Construction Science and Viz from the COA would be a mistake. COSC is a unique program and recognized throughout the industry. Moving it to the COE would most likely change the degree structure to more of a construction management degree and lose it's uniqueness. Viz is a special program. As a matter of fact, my daughter has applied to acceptance to Viz for next year. It is also recognized as one of the best programs in the industry. If it was moved to the College of Arts, I would assume that it will no longer be as selective as it is now and would lose some of what it is now through increasing the number of students and resulting in less personal attention from the instructors. If there were to be any changes in the COA I would suggest making the changing ED to a full 5 year Architecture program and allowing a COSC minor and Viz minor. Hopefully these comments are useful. I would hate to see the COA lose it's special place within the industry. I graduated in 1988 and can tell you that I learned more from my time there than all of my peers at other schools. Don't change.

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Please keep Department of Construction Science and Department of Visualization in the College of Architecture. Thank you.

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I find this rearrangement of programs to be smart, as though there is overlap with COSC and VIZA with the overlying theme of architecture, they do not fully align with the college's plan to become a more focused program centered around architecture, the profession, and (ideally) the path to licensure.

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I concur with Finding #2 and Recommendation #2 to Establish a School of Visual and Performing Arts..... I also concur with Recommendation #9c: Refocus the College of Architecture.....and Rational #9c..... I firmly believe that making these changes will give the opportunity to all these departments to grow and excell.

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I am a 2021 graduate of the Environmental Design program in the College of Architecture. I think the proposed changes make a lot of sense and would greatly benefit each of the programs currently under the college of Architecture. I think moving CoSci to Engineering will move people in that program closer to home and allow them to actually explore deeper practices in their field. I think moving VIZ to arts is a no-brainer. Most relevant to me is the refocusing of the College of Architecture specifically on ENDS, URBS, and LANDS. I think the change will allow these departments to focus deeper on their own disciplines and allow them to expand in ways that make sense to space-centered design, without having to share space with VIZ and CoSci. I think also by de-coupling these programs, it will in some ways force the architecture programs to adapt to the changing needs of the industry and relevancy in the world around us, which is good news for students attempting to enter an increasingly specialized industry.

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Agree. As a COSC Former Student, the re-alignment with the engineering department makes perfect sense. It also make



sense to give the College of Architecture a greater opportunity to grow the undergraduate studies into an accredited and highly recognized program. Regarding liberal arts, a world class university like Texas A&M has nothing to lose and much to gain by developing this facet of its educational offerings.

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I agree with all of the recommended academic realignments in the report. I particularly agree with the recommendation for a School of Visualization with its own program and facility. I also agree with moving construction science to Engineering and focusing the School of Architecture and Landscape Architecture on only an educational program that strengthens those two majors.

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As a COSC alumnus, I strongly disagree with moving COSC to the College of Engineering. It aligns far more with Architecture than it does with Engineering. COSC students would be the laughing stock of the engineering department, as students are not required to take the same core Math, Physics and Chemistry classes that real Engineering students and IDIS majors take. I understand moving VIZ and the other realignments, but COSC has no place in engineering. In the working world, COSC students rarely calculate anything other than things in feet and inches and basic financial math. In fact, I think there is further opportunity to have COSC have more overlap with ARCH classes. COSC and ARCH alumni work together daily in the real world. COSC and Engineers do not.

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Liberal Arts are a separate entity. Expand it with more Fine Arts.

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For no reason should the Construction Science department be moved to the college of engineering. TAMU's Construction Science program is renown nationally, and this realignment would negatively impact the perception of this degree in the future. There is a place for engineering degrees, and it is not in the world of general contractors. I have firsthand witnessed other peers and coworkers with "construction" degrees from other universities that were placed in the engineering college and their education was secondary. Leave Construction Science alone. They are doing an incredible job while a part of the architecture college and they do not need to be included in any "25 by 25" initiatives to weaken our degrees by taking additional physics classes rather than construction means and methods.

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It makes a lot of sense to remove Visualization from the College of Architecture to a School of Fine Arts. This move will provide Visualization a new frontier with like minded, and similar, arts/sciences. The writing has been on the wall since I was a student last decade. Also, the Master of Land and Property Development degree needs more investment and needs to have more collaboration between Mays and CoE. Its common sense. I'm currently a development manager with a development company. The individuals I speak to the most day-to-day are, engineers, architects, capital markets, and general contractors. The university needs to tie these curriculums together to better equip students moving forward in their careers.

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Rationale #9C Moving the Department of Construction Science to the College of Engineering will enhance the educational experience and research potential for faculty and students in both organizations. This is a terrible ideal. We have enough engineers, we need builders who understand the architecture side of building. I graduated with a Masters of Architecture, Major in Construction Management. It was the best decision I ever made - I understand and support design intentions, and the buildings I construct are representative of a commitment to the Built Environment. Placing builders in engineering caters to the civil engineering and horizontal construction, not the vertical construction of buildings. I think this would take the Construction Science Department out of being a nationally recognized top program into an also ran. If our Construction Science students want an engineering degree, go into civil engineering. But leave the Construction Sciences Department in the College of Architecture.

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Attempting to centralize all academic advising sounds like the most absurd and ridiculous idea. Academic advising on campus is already trash. Advisers don't know how to do their jobs and struggle with helping students make the proper decisions regarding Academic/scheduling choices. Now imagine the chaos when all students must meet with a centralized group of advisers and not an adviser that is available within their respective college/department. Also combining the college of liberal arts and the college of geosciences is just not a good idea. It's almost laughable. They are SO different in the classes that are required and the opportunities available. The college of geosciences is a tight knit community that receives a great amount of funding and donations just for being the College of Geosciences. Also a great amount of scholarships are given out to college of geoscience students, because college of Geosciences former students are generous in giving back. But y'all don't care about the financial strain of college on your students. Y'all just look to make your money so you can buy your next fancy house and move on. I'm done with college, and I can only imagine how ridiculously high that "university advancement fee" is now. Take care of your students and try not to do anything stupid.

The interdisciplinary structure of current academic programs in the COA is more than appropriate and should not be changed. With the impacts of climate change increasing and changes in human and natural habitats, it is more important than ever that academic programs not be siloed. Students in architecture, environmental design, landscape architecture, urban planning, construction science, visualization, and even engineering should be working more closely to learn to accommodate the natural changes caused by climate change and learn to integrate with nature. This integration is enhanced throughout the professional world and successes can be seen in many professional projects including stormwater management, habitats that include non-invasive insects and plants contributing to increased food security, and better planned and visualized human habitats that reduce the risks associated with natural disasters and increased climate impacts. In my opinion, this is the time for academic integration, especially for academic programs in the built and natural environments. Instead of separating programs for the sake of a performing and visual arts curriculum, why not integrate and enhance arts with education. The importance of STEAM in educational curriculums should be bringing academic programs together, especially for juniors, seniors, and graduate students. Visualization can be enhanced from its current home base in the COA and incorporated with other arts and education. In my opinion, all academic programs should be taking the current and anticipated impacts of climate change into consideration and structuring appropriately.

I understand and fundamentally agree with the proposal to relocate the Department of Visualization to the new School of Visual and Performing Arts in the College of Arts and Sciences. HOWEVER, it is imperative that an intentional connection remain to the College of Architecture. Advanced visualization has become a core requirement of technical capability within the architecture profession. Additionally, the technology used to deliver architecture and engineering design projects is relied upon in the media and entertainment industry to generate digital assets. Likewise, I understand that the Department of Construction Science may not be an ideal fit within the College of Architecture. However, this is equally true of moving COSC to the College of Engineering. The connections cited in the report between COSC and engineering departments is equally true (if not more so) with architecture, as architects and contractors work more closely together in the "real world" than engineering disciplines. Therefore—seeing no advantage to moving COSC to the College of Engineering—COSC should either remain within the College of Architecture, become its own college, or perhaps the formation of a new College of Building Sciences should be considered (combining the interrelated AEC disciplines).

Construction science must remain with college of architecture. VIZA could move to new college of arts and sciences, but a program specifically for architectural visualization and rendering should be created in its place within the college of architecture.

Moving Construction Science to the College of Engineering would be a mistake. If it were to move The College of Business would be a more appropriate fit.

As a graduate of the COSC program, I do believe that a move to the College of Engineering would better enhance the program. I will add though, that we must still have students taking some architecture classes to have a good understanding of how future clients and partners think and the reasoning behind designs and architectural concepts. I must stress this last comment: The COSC program is the best of its kind in the country. While we should be striving to continually improve, we cannot allow changes to degrade how well our graduates are prepared to go out into the industry. It is a very fine line stay on the right side of.

I believe the department of Construction Science (COSC) belongs in the College of Architecture. The College of Engineering is stretched thin enough as it is without adding a large department like COSC. Additionally, myself and other current and former COSC are concerned that the COSC department will have to share Francis Hall with the other disciplines in the COE, leaving little room for the COSC students that the building was originally intended for. When I was a student there were several instances where classrooms and the conference rooms in Francis were filled with classes or student groups from other disciplines in the College of Architecture. Will there be any guarantees that Francis Hall will remain dedicated to the COSC department that funded its renovation? Since there are many more engineering students than COA students I think this is a valid concern since building space on main campus is so valuable.

My comment centers around the relocation of the Visualization and Construction programs to other Colleges. This will erode the diverse amalgamation of skill sets required as a part of the architectural built environment. If space to grow the programs is the problem, then that should be solved while keeping these disciplines under the College of Architecture. Otherwise, I believe the COA will suffer and decline.

Agree 100%. Construction Science Degrees are not recognized by my current employer, the Department of State, as they are not associated with a school of engineering.

In general, the recommendations for the College of Architecture are spot on, EXCEPT the recommendation to move the Department of Construction Science out of the College of Architecture. In the real, post-academic world, Construction Science and Architecture are very tightly connected, although often seen at odds with one another professionally. Fostering this divide early by removing Construction Science from the School of Architecture would only continue to deepen this. Architecture students should learn heavily from their fellow construction science students, and vice versa. The professional world outside of the classroom is rapidly changing, and it's important for our future Architects to be versed in and understand modern construction techniques, etc, while it's also important for our construction science students to be versed in architectural design and theory. Integrating these disciplines even closer, rather than dividing them, would help make A&M's School of Architecture stand out in a way that perhaps had not been capitalized in the past.

As a Graduate of the College of Architecture, it is important to me that the College of Architecture remains collaborative with Visualization and Construction Science. I believe that having the fields of study under the College of Architecture is a competitive edge for the College that other schools do not have. The cross-disciplinary environment makes students and faculty more creative and more broadly aware of these closely related fields.

I do not believe the school should be reorganizing to better align with the goals of DEI. The school should worry about education. "Large portions of the interview and survey audiences were conflicted about the university's culture and diversity, equity, and inclusion (DEI) efforts." I am more than conflicted with DEI. I find DEI to be a secular creed hostile to traditional creeds and beliefs. While DEI sounds appealing, DEI efforts undermine the educational function of the school creating a campus climate antagonistic to education.

Leave Construction Science in the College of Architecture.

N/A

I do not support the movement of Construction Science from the College of Architecture to the College of Engineering.

See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes based on this report.

Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

I was not aware of some of the inefficiencies and duplication of efforts.

I think the academic realignment can be a powerful strategic step. However it won't be easy. There will be pushback. I do think it's worth the challenge. I am particularly in favor of placing Student Health Services under College of Medicine.

Shifting the resources will take time and transparency

I'm uncomfortable with the concept of only 4 Colleges. I think we have too many now but 4 seems too small and seems to group subjects that don't have similarities

I think that department realignment is a good idea. More resources would be needed to ensure that students could get help/a questions answered etc. when they need it with the growth of the College of Arts & Sciences specifically.

I agree, I agree, I agree. Especially recommendations 1, 2, 4, 6, and 9. With regard to the Bush School, consider including the Department of Military Science to better prepare our future military officers. This section of the report did not mention the Mays Business School which was a bit perplexing.

The Bush School should NOT be integrated with Political Science. It is so much more than that. This move will water it down. It should remain above that department, and be in a superior position to draw from various colleges (Poli Sci, International Studies, Business, Engineering, etc.) as it needs. This is a crown jewel of A&M. Protect it. Strengthen it. Do not merge it with a weak program. Merging Arts and Sciences leads to scientists having to take needless arts prerequisites. We had this in my day and it was a waste of my time. Let students have plenty of open electives, but don't force them to shore up weak departments. Arts thrive on passion, and those taking these classes should want to be there.

I am a veterinarian pathologist with over 35 years experience in private sector. Biomedical Science should definitely be dissected away from CVM

see above

Don't understand the rationale for combining liberal arts with science and geoscience. Just looks like a big blob. Don't see any synergies. Can't imagine ever seeing a liberal arts major in an advanced science course.

Do NOT combine the Arts and Sciences colleges into a single entity. BA degrees and BS degrees have different academic rigors, priorities, and academic credentials.

I noticed that the references to the College of Veterinary Medicine focus on small animal practice. This seems to be part of a trend of moving the university away from its traditional land grant agricultural mission. We've already seen the development of a vet school at Texas Tech focused on large animal practice, largely due to a perception that Texas A&M had failed in that mission. There is a growing perception among my friends in production agriculture that A&M and its services no longer meet their needs.

I sense that some departments are overwhelming others to the point that some very good potentials are passing up TAMU and selecting other schools.

We should NOT combine liberal arts and sciences. These two areas of study are vastly different and should not be combined under any condition. Why invest in visual and performing arts where a vast majority of these students that graduate struggle to find jobs in their degree field. The school should focus on preparing students for the work force and not a fantasy land.

I didn't see any mention of the Mays School or where it would fit in the four major groups listed. Otherwise, bringing Liberal Arts and Sciences together to give more strength to those areas sounds like a win. Plus, if you bring back a Journalism department, my degree won't be such a relic! This world needs Aggie journalists.

Forcing so many colleges into four major units may work. Texas A&M academics has historically been more of a "federation". It's debatable whether this will produce more effectiveness. It will not result in efficiency, as it is just re-mixing the primordial stew.

I was pleased to read the recommendation that A&M (re)establish a Department of Journalism within the College of Arts and Sciences. I feel this is a tremendous opportunity to help raise the level of trust in professional journalism, both at the local and national levels. The need for well-trained journalists who are dedicated to getting to the bottom of topics in a fair and impartial manner is more important than it's ever been ... As one of the top universities in the nation (and certainly the state), TAMU should be a leader in this regard. Instead, they're a laggard. How is it possible that we've graduated less than 25 people with degrees in journalism studies in the past two school years? I say this not only as a proud graduate (BA JOUR '91) but as a concerned citizen who has watched with concern the spread of unvetted information disguised as "news." Thank you for sharing the results of the report and for asking for feedback from interested parties.

I see no economy or benefit to combining arts and sciences into a single college. Very disparate groups with little overlap in needs or resources. Additional proposed majors would be good. All biology is not the same with different majors having different needs. No need to create an Institute of Biological Life Sciences.

The college of liberal arts barely gets enough focus as it is. As a recent graduate from this college, I had very minimal help. Combining liberal arts and sciences seems like a way for TAMU to throw every random major in there and forget about them. I will be very disappointed if that is how it plays out. I truly hope it benefits the students instead of just being a cost cutting factor.

I do not support creating a journalism school. Graduating more journalists into the world will not help with the lack of trust in national news sources. I do not support combining arts and sciences for the sake of creating a larger organization. Why is a large organization necessarily a good thing? Can some of the goals be achieved by instead fostering interdisciplinary work? I support establishing a school of visual and performing arts. I would also support finding ways to make this school accessible to graduates who have an interest in these areas but who no longer live close to College Station. I support the recommendations related to the Bush School of Government and Public Service. Texans will be well served by getting more representation in national government.

Combining the college of geosciences with the liberal arts college is a mistake. The college of geosciences has a huge potential to grow as environmental issues and sustainability are becoming more important. On the other hand, geosciences is often a place where previously enrolled engineer students transfer to- I strongly believe this is because there is limited recruiting from the college of geosciences and many incoming freshmen aren't aware of the opportunities within geosciences (this is my personal experience). TAMU has huge potential to become a leader in climate and clean energy

The law school needs a comprehensive goal. While it is understandable that they have some nebulous idea of what they want to be, it does not appear as if there is something they are legitimately striving toward.

Same as comments to Academic & Strategic Collaborations. Have any and all professors teach, explore, evaluate and understand ALL sides of an issue.

The lack of investment in a dedicated fine arts organization is a huge financial and academic missed opportunity for Texas A&M. Reinvest in the Bush school, it is too often forgotten and its influence will only fade in time. The structures of the College of Medicine and TAMU Health is really confusing. I'm still not sure if TAMU Health is even a part of Texas A&M, it seems more forgotten than TAMU Galveston. Overall, I love what the report has to say on these.

Creating journalism and performing arts programs seems like a misallocation of resources. Do what you do best. Top technical schools like Georgia Tech, Stanford, and MIT are there because they focus on their technical degree programs. Texas A&M will never compete with top liberal arts schools, but it is so very close to breaking out of the top 30 in engineering, etc. and becoming a true contender amongst the nation's top technical schools. I am not suggesting the University ignore liberal arts programs. It simply seems that this report is overly focused on these areas that will ultimately not affect near as many students as would improvements to other (existing) programs.

What makes TAMU special is how it DIFFERS from “peer institutions”, or what I would call “main-stream” institutions. The centralized academic realignment and student affairs recommendations strike me as threatening to why TAMU remains a unique institution of education AND leadership development. I received a graduate degree from the University of Michigan; I know that centralized college model — the flexibility and self-leadership in A&M’s more decentralized model is superior. We should be benchmarking with employers/industry, not the “mainstream” institutions, which A&M should not aspire to become. And by the way, what happens to the Mays School and why was it not even mentioned?

The college of Biomedical Scien

I do not like the idea of congealing liberal arts and science colleges into one. While it would make the college larger, I’m not sure what value that holds and I could see it discouraging people from applying. Prospective students looking for a geosciences degree are probably much more likely to apply/accept if geosciences has it’s own college and is not absorbed into one large college. I would also hope this absorption (if it were to happen) wouldn’t limit the amount of money individual departments receive and study abroad opportunities, or alter major curriculum. My brother is in the college mentioned in the report that the University of Michigan has, and he would prefer it be like A&M’s (separated).

Don't take good jobs and pensions from the citizens of College Station.

Defend the arts and liberal thought of A&M which would appear to be under general attack.

Purely from a high-level view, the restructuring of the university's colleges seems like a wonderful idea. As a Visualization major and Performing Arts minor (who wanted to do sound design, a totally unserved field of study at A&M) the introduction of a School of Visual and Performing Arts would turn A&M into the school I needed it to be 5 years ago without losing focus on A&M's traditionally more well-served colleges (Engineering and AgLife). All other reorganization efforts seem totally clear and sensible to me.

Be very smart about rolling everything up under a few heads that do not understand the needs of those within the group. Blanket academic requirements do not fit development of candidates who can are equipped to succeed within certain fields. You will lose institutional knowledge.

This proposal to move COSC to engineering was not thought out. The reasons cited in the report are extremely weak. I was trained at Texas A&M as a civil engineer and am a professor of the practice type in COSC. Constructors generally build structures designed by Architects (plus or minus 95%). That is why many construction science programs are in the same school or college as architecture. The University of Denver houses construction science in the business school. Construction is about managing process not engineering theory and calculations. Texas A&M would not have the number one construction science program if it had been housed in the college of engineering. Is A&M is just trying to move 1,000 students to engineering to hit help with the 25,000 in 2025. That is a terrible reason.

The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED

the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

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Recommendation #1: Combine.... Agree with the need to combine compatible Arts and Sciences into one college.  
Recommendation #2: Establish a School .... Disagree. Encourage students who want these programs to attend U of Texas, not TAMU. Recommendation #3: Establish a Department of Journalism. Disagree: Journalism in America has degraded to a group of self-appointed liberals who espouse socialism and other left-wing causes. Texas A&M does not need to have any part of this anti-Americanism. Recommendation #4: Bush School .... Disagree. Another left-wing liberal school that does not coincide with Texas A&M values. Recommendation #5: Create .... Agree. A great idea! Recommendation #6: Merge .... Agree. Another great idea! Recommendation #7: Implement .... Agree, streamline the budget process. Recommendation #8: Improve research .... Agree, reorganization will be beneficial. Recommendation #9a: Reassign .... Agree, makes sense. Recommendation #9b: Refocus .... Disagree. Continue emphasis on large animal education. We have too many dog & cat vets. No to a new Small Animal Hospital. Recommendation #9c: Refocus .... Agree with relocating to the College of Engineering and .... Recommendation #9d: Consolidate .... Agree, consolidation is a very good idea.

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Each College and Department must remain independent and focused on their professional development, as it relates to Aggie traditions and loyalties.

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I support the creation of the College of Arts and Sciences with schools within and the overall four legged structure but am curious where Education and Human Development, College of Architecture, Mays, the Law School, and the Bush School fit into this. Please share more info on this. Consideration should be given to adjusting the structure of the College of Engineering to adopt a model similar to ASU's Fulton Schools of Engineering where departments are organized by similarities into schools within the college. I do not support the establishment of a School of Visual and Performing Arts. That is an oversaturated market in Texas and we should leave it to everyone else. At Texas A&M, arts should be hobbies to accompany STEM degrees, not full fledged degrees. If a school of arts were established though it should only be in pursuit of things similar to Visualization like video game design and production. I support the growth of the Bush School through the addition of Political Science, Economics, and International Studies departments. It just makes sense to vertically integrate those degree programs and gives students a more realistic idea of career tracks. I support the scope of the Institute of Biological Life Sciences to reduce redundancy and would encourage all programs related to biology (including Biomedical Engineering, Biological Engineering, and AGLS biology programs) to have a matrixed home here. Consideration should be given to creation of similar structures for chemistry and physics as well to eliminate redundancy, expose students to everything at the university related to those majors, and hopefully prevent major changes with the common first year programs. I do not support moving the library system into the new College of Arts and Sciences and I do not support created a department of library sciences. This is too much overhead and it would give the appearance of the libraries favoring one college when it should be outside of the colleges to serve them all. I support better integrating Texas A&M Health into the university and improving the research organization. I support eliminating the University Studies degree, not moving it. The university shouldn't kid students into thinking its a useful degree post-graduation. I support the construction of a large, new, beautiful small animal hospital. Additionally, it could be built with a courtyard or quad that includes a large Aggie themed dog park open to the community and students (as well as recovering patients) and their pets. This would allow another way for the public and former students visiting with pets to interact with the university (and would be great marketing!). The project could potentially use its art and landscaping budget to cover this cost. I support moving construction science to Engineering, potentially into a new School of the Built Environment with civil and architectural engineering. I support moving Kinesiology and the Technology Management degree.

The institution is full of "silos" that are impacting students. This is part of the deep rooted "cultural" components of the University and while identified, will be hard to change without strong commitment by the leadership and measureable metrics to advance the changes needed.

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Well, at least they didn't hide the fact that they are just saying what apparently is the "best practice" that is being pushed in the "landscape of higher education in America." Obviously, today's "best practice" in America for higher education is sub-par and shouldn't be a gold standard for TAMU to strive for unless they enjoy the extreme mediocrity of such mundane thought processes. I think there is actually a lot of benefit from the Liberal Arts and the Sciences being separated as they really don't have much in common and are being pushed together just so that the less useful Liberal Arts has something to make it look more relevant in today's world. TAMU should be thinking of how to phase out the Liberal Arts instead of finding a way to let such a useless degree continue to be an option for naive children to fall prey and waste their money. Combining these colleges would also as the report states make it the largest in the university which shifts powers to entities that are NOT truly the meat of the organization. From the report, "This larger college structure creates a stronger advocacy for the liberal arts education at a STEM-focused university. This advocacy is a value in recruiting faculty in the arts, humanities, and social sciences which are often underrepresented at STEM-focused universities." Of course, that sounds good on the surface but doesn't tell the whole story of the reasoning of why they are underrepresented is because of the lack of value they have in the real world outside of academia. Once again, we shouldn't be artificially propping up something dead to make it look alive. In fact, I will go as far as to say that you are cheating these kids out of their money by providing them with entire degrees from the College of Liberal Arts and are directly responsible for the current student debt crises by NOT doing away with these obsolete programs earlier. I didn't see a single recommendation on the College of Engineering interestingly. As any good organization would do, get rid of the dead weight and invest in those programs that are really making a difference after school is done. Also, all departments are NOT equal in value and should NOT be paid the same.

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There is too much overlap throughout the system. We need to shutdown the Qatar campus. What purpose does it serve? Consolidate academic groups, and dramatically reduce the overhead.

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I am absolutely thrilled with the high level logic of creating these larger, more robust academic units, each of which will have the scale, research dollars, and position to be globally recognized in their respective fields. And if implemented correctly, they should also operate more efficiently and effectively. I also applaud some of the specific focus on Media, Journalism, and other departmental areas that our university is missing today, but desperately needs. Having said that, this realignment will not be easy, and developing and executing a very strong change plan will be imperative to its success. And given there will be a great deal of pushback in many areas, this area in particular will take a great deal of time and attention from our system and university leadership to enable the change required.

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This is great!

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It may not be true, but it reads like the upper administration came up with the details of the realignment long before the consulting firm was hired. If this is true, then you have a issue to deal with because I'm just a former student and I could sense it from where I sit. If it's not true, then make sure you communicate how you could have come up with all the details based on responses to general survey questions.

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Every faculty member and his/her plan and material for instruction must be vetted for the purpose of eliminating personnel and materials that are divisive racially or politically; we fought too many wars against socialism to allow its presence in curriculum.

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I like streamlining the various colleges. I think that will help create a more well rounded degree program. I also like bolstering the Health research. It sounds like it will help make TAMU a leader in the field.

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It is important to strike a balance between insuring undergraduate students learn core competencies in their major but with a broad enough background so that they can think comprehensively as well as specifically. My feeling is that too often academia teaches how to know a lot about the trees but but too little about the forest. A Phd told me one time that with a BS one knows a little about a lot but with a Phd one knows a lot about a little. I believe that to be true.

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Please realign curriculum so that all doctoral students take the College Teaching course.

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I support the merger of some departments and colleges WITHIN the main existing colleges. Merging them all into a massive College of Liberal Arts & Sciences is absolutely a bad idea and should never happen. Keep the Liberal Arts totally away from the Core Colleges that A&M has been built successfully upon. Putting these amazing science researchers and teachers under a Liberal Arts administrator would be an unmitigated disaster. Liberal Arts academics have no basis of

understanding regarding the logical thought processes that Science and Engineering academics use daily in their thoughts and teachings. PLEASE keep Liberal Arts far away from all the Science and Engineering departments!

I disagree with combining the Liberal Arts and Science colleges. We don't need to compare ourselves to other universities just to look bigger. Let the university grow organically; if science grows faster than liberal arts... let it. I do think expanding the music and music technology area is a great idea. This area has been lacking for some time. College Station has A LOT of musical talent and the current music offerings at the University do not appropriately represent that. I completely agree with recommendation 9d.

COSC did not become number one in the world under Engineering leadership. If COSC needs to move it should go to Business. The justification for moving COSC to another College is very weak. It is like you threw it on the wall to see if it would stick. More Universities have COSC under ARCH than anything else.

MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

Seems like a lot of recommendations to expand programs. Not sure how you all will have the bandwidth to coordinate such massive recommendations.

Why would try to be like other institutions? Aggieland is built on the things that make it unique, separate and distinct from other places. Prove to me this improves student life. This just seems like a recommendation to fit us into a cookie cutter.

As a graduate from the College of Liberal Arts (BA in history, class of 2013) I am worried that combining the College of Liberal Arts with the College of Geosciences would negatively effect faculty and students. I always felt like an outsider as a Liberal Arts major, and this realignment doesn't seem to provide opportunities to grow the existing college, support faculty, and provide well rounded educational opportunities. I fully support a School for Performing Arts and believe that will draw students to the university. I think it would make more sense to add the School for Performing arts into Liberal Sciences—College of Liberal and Performing Arts.

I strongly support the removal of Construction Science and Visualization from the College of Architecture (Recommendation 9C), so that faculty/administrative effort can actually be focused on the Department of Architecture for once. BUT I would still prefer to see lots of interdisciplinary cooperation between the aforementioned departments so that all students will be better prepared for that same cooperation at the professional level.

Not sure I agree with Liberal Arts and Science under the same roof. It could limit their boundaries of thought and growth. Love the idea of Journalism. We are in great need of journalist with our core values in this country. Library is a good idea. The improved research in the biosciences is a great idea. We should be a leader in this area.

Agree. This is vitally important.

1) Regarding the recommendation of the four large units of Agrilife, Engineering, Arts and Sciences, and Health, there are a few missing. One is service to country and community, and world for that matter. Don't underemphasize what has given A&M its rich Spirit – selfless service to the military and other institutions by Aggies – because it is a crucial plan in the platform of Texas A&M strategy. So, Service is missing. Another two are Business and Law. If you tuck those two disciplines into the recommended four, you will be missing an opportunity for exponential growth in those areas in terms of stature and revenue. 2) Why in the world would you establish a department of journalism? Other schools do that well. Let them. Focus on business, engineering, sciences, agriculture, law, med/vet. It is ok to have other degree plans but a department of journalism is ridiculous. A previous A&M President de-emphasized the school of journalism and that was a wise choice. 3) Forget about forming a school of Visual and Performing Arts. Keep these degree plans organized as they are so they don't detract from the mission and vision of the University. 4) In general, the recommendations miss the mark when it comes to the Arts. It is ok to focus on classical education within reason. But, if you over emphasize it, it will detract from the pillars of what A&M is known for - engineering, vet school, business, service. Tread with caution when considering elevating the Arts to a very high stature. 4) Whatever you do with the University Studies degree, don't make it harder for someone to switch from that degree plan to a business degree plan. 5) Don't combine architecture with performing arts. You will lose architecture students and the value of the architecture degree will diminish.

Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs



and the N-word? TAMU...The Great Pretender?

I think this can be beneficial if resources are spread out accordingly. I think it's smart to move certain majors to different colleges- it makes more sense. However, if this is the case new facilities or updated facilities need to take priority

I am a graduate of the College of Architecture COSC program. Only academics could come up with the idea that COSC should be part of an engineering program. If anything COSC should become more integrated into the College of Architecture. Our industry is already struggling from the disconnects between design and construction professionals. It is only through increasing collaboration that we can truly succeed and this re-alignment is a very disappointing move.

I don't understand the issue enough to have an opinion here.

I didn't fully understand the 4 focus areas (AgriLife, Engineering, etc) and what impact that has on the College of Business. Given the importance of Mays and the money it generates for the University, i would like to see that it maintains a prominent role within the University.

N/A

None

Agree with the recommendations from the report

Like

Only concern is some programs and current schools losing identity under just four academic foundations identified. Concerned about the Mays School of Business and the Bush School School of Government and Public Affairs.

I disagree with moving Construction Science out of Architecture.

I would urge you to consider excellence in addition to costs . At UC Berkeley there is a college of Chemistry in addition to Arts and Letters and Physical Sciences and Mathematical Sciences and Planetary Sciences . This focus has resulted in excellence in each of those areas . One can make a similar argument about Geosciences at TAMU and Chemistry and Physics / Astronomy . I do not support the merger into a relatively weak Liberal Arts College. Keep them separate

I agree with all of them except 6. I disagree with 6 because I feel that it will make the new school too large. Why can't these tasks happen without putting the library within a school?

133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

very interesting. moving construction science into engineering makes sense in some ways, but many "builders" are not necessarily the type of student who would be competitive getting into the school of engineering. Maybe have a Construction Management degree in the school of Architecture or something that stays in the construction industry but is not in the school of engineering. There is a high demand for construction management, in my experience.

WTH? If SJW and/or Wokeness centric - then 100% against. Your role is education - not social engineering. Washington already has that market cornered

The centralization seems pointless and more likely to hurt than help. The suggestion that Geosciences should be paired with liberal arts is ridiculous and discredits the entire report.

Huh? What does this mean? Who put this questionnaire together??

Agree on the combination of multiple schools into a College of Arts and Sciences, based on peer institution comparisons

Not sure what this point was. But making sure the education is paramount, not research first is very underrated at the main campus. Teaching is primary. If you want to do research, only do research, don't teach.

Realigning multiple organizations never benefits every body that is absorbed. That's common sense, the primary draw will take the lions share of the funding while the others are left to fend for themselves. If you treat the institution as a business rather than a place of learning you will kill off the last bits of TAMU that still feel like TAMU. Establishing another department after combining several departments does nothing to help out. The study suggests that most Americans don't trust the media, so a full on school is the answer? Just add a course on research or deductive reasoning. TAMU isn't a business, it's an institution of learning. Failure to acknowledge that will lead to the death of TAMU culture

and make it no different than any other university in the state. If you're going to do any realignment then don't increase the cost of schooling. It's not the students fault of the institution fails to manage itself and has to reorganize. Acknowledging a mistake and taking the "hit" would do more for your relations with past, present, and future Aggies than anything else you could possibly do.

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Combining liberal arts and physical sciences seems to be combining two disparate groups. A physics professor and a history professor have very different needs.

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The recommendation on combining colleges is based solely on the size of similarly combined colleges at peer universities. There is a disturbing lack of information on how a single larger college provides a superior student experience than several smaller colleges. Bigger is not inherently better--any decision of this magnitude should have a detailed analysis of student experience at the forefront, not simply a size comparison.

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The streamlined realignment strategy of a "four-legged stool" sets a clear view of purpose and place within the greater university umbrella. The College of Arts and Sciences integration seems long overdue, and general integrative properties (such as the emphasis on STEAM rather than STEM) seem poised to address some of the academic equity issues noted in the provost section. Further emphasis can be placed on research initiatives and interdisciplinary collaborations- as I feel reflects trends across modern academia. Overall I feel that realignment offers benefits to access- as far as new faculty and students being able to see their place in the university structure. There may still be some pains for specialization of certain institutions and interdisciplinary efforts worth consideration for optimal integration.

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I do not like the idea of forming a new College of Arts and Sciences simply because other universities have that format. It's important to have an identity, a niche, something to hang your hat on. We are a STEM school at heart, and it would serve us well to make a top priority of keeping our STEM programs top of their class. If we can improve our liberal arts programs without harming other aspects of the school, sure, but trying to be all things to all people tends to leave you in no-man's land. That said, if we are hell-bent on becoming more liberal-arts focused, I agree with the recommendation of adding a Department of Journalism.

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I completely disagree with the relocation of the Department of Construction Science to the College of Engineering. This recommendation, if adopted, will destroy the premiere construction program in the county. Making this move will have significant backlash from the construction industry. Programs of our kind in the Engineering Colleges are very different and do not address the needs of the industry. As a graduate of this program and the President/Owner of a commercial construction company, I implore TAMU not to make this move. You will extinguish our pipeline of recruiting and force our 230+ strong industry advisory council to seek other institutions for our recruiting. I have also served as President of the Construction Industry Advisory Council at TAMU and, rest assured, this recommendation will draw sharp criticism from our industry. There is no other program like ours. There is no other industry advisory board like ours. Not even close. I have also participated in ACCE accreditation' effort of other institutions and our own and my concerns are valid and can be supported with firm facts. Please remove this recommendation from the report.

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I suggest stronger ties between all of the colleges, allowing students the opportunity to earn interdisciplinary degrees. I do not agree with the assessment that Liberal Arts should be merged with the Sciences. By combining some departments and colleges, the prevailing attitudes of one Dean would effectively kill academic diversity among many unrelated fields. My greatest concern with A&M's future would be a lack of academic freedom where a myopic political ideology prevails and thus affecting the quality of education. My experiences at A&M were greatly enhanced by not knowing a particular professor's political ideology and if I did--being in political science--and it was different from mine there was no pressure through bullying or grading. Mutual respect and the freedom to argue through logical and critical thought served all educational needs well. I would favor the political science department merger with the Bush School but academic freedom must be retained.

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I was thrilled to read about the suggestion of moving Political Science to the Bush School and continuing to invest in the Bush School. I wish these departments were combined when I attended. I was INTS but many of my classes overlapped with both departments. I would have loved to have my degree be a part of the Bush School and sincerely hope that these are moved over.

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No realignment needed. Keep the school focused on programs that lead to jobs.

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I doubled in History and Political Science at A&M and hold a Masters in Museum Studies acquired decades later from the University of Leicester. I was surprised to learn that the Bush School and the Political Science Dept. had not already been merged. I thought they were already one and the same. This merger is a common sense step that expands the opportunities available to undergraduates in Poli. Sci., among the other stated benefits. The report does not appear to

address another opportunity for the University to maximize the impact on student learning of certain of its cultural institutions and their facilities. There are at least three museums on campus (Sanders Corps of Cadets Center, Neely Exhibits and the galleries at the Alumni Center, and the Bush Presidential Library and Museum) plus the Library and University galleries. The University should add both undergraduate and graduate programs in Museum Studies and Archival Science under a new College of Arts and Science. What great teaching laboratories those museums and galleries would be!

The Department of Visualization needs to be moved out of the College of Architecture. While I would argue it would benefit more from tech than from art, a college of visual arts would definitely be a step in the right direction. The fact that visualization students are practically required to go abroad on an architecture requirement is absurd and limits students in financial need. The building is also very old and doesn't have the electrical plugs to support a digital major. Please consider moving Viz out of Architecture and giving the game development program some TLC. Having basically only one staff who's been in the gaming industry is abysmal. SMU Guildhall is right there as a reference on how this program could be.

It appears that with any institution (or organization) that grows at such a rapid rate as TAMU has done over the past 25 plus years that realignment into the four major "legs" is needed. Additionally, expansion of the Bush School is so important for the security of our nation that A&M can have with such an institution.

I fully and whole-heartedly support the recommendation to establish a fully accredited Department of Journalism. The prior decision to close the department was extremely shortsighted and has put A&M at a significant disadvantage when it comes to representation in this incredibly important field. Now is the time to correct the mistake that previous administrations made.

As a former student of the Department of Journalism, and a former staff member of the Journalism Studies minor program, I wholeheartedly applaud efforts to reinstate a Department of Journalism so that future Aggies can obtain a degree in Journalism. I have found that my degree from 20 years ago prepared me well for work in a variety of positions - graphic design, academic advising, social media and consulting. Journalism is the ultimate intersection of reasoning, creativity and order. We need more people who can distill information, making it readily available for accurate comprehension. While a minor field of study is a good start, it is like going to Costco to make a meal from the samples. Let's plate up the full offerings - Aggies deserve it, and the world needs Aggie journalists.

Combining Liberal Arts and Science into a single college is the most asinine idea I have heard since Biden shut down energy flow in Texas. I will discontinue my financial support of the university if this happens and lobby to my fellow former students to do the same.

None

Please please please merge the colleges recommended in this section. I was an econ major in the liberal arts college and felt that my whole department was a forgotten addition to the university. I believe that I would have been given additional focus and resources as a student under this situation. Additionally, I believe this would have allowed me to compete better with business students given the vast resources Mays provides them. Also, love the idea of offering more majors in music and journalism.

Probably some of the strongest recommendations were in this section. College of A&S makes a lot of sense. Visualization doesn't have much to do with architecture beyond "this is the school where people can mostly, sorta, draw." Having it in an art / performing arts school makes a lot of sense. Biology leaving the college of science is very exciting. My spouse was a bio major, and one of his biggest issues was that the College of Science didn't provide all of the resources that BIMS did for pre-med students, despite his intention to go to med school. It makes a lot of sense to move a majority pre-health department (Bio) to be with BIMS and Vet Med.

it seems that many of the degree plans have become exceedingly specific, and I would like to also see graduates more well rounded.

Avoid all efforts to allow Texas A & M become a socialist hotbed shch as many universities have become.

Having worked in engineering, geosciences, policy and management for about 30 years in both local government and private consulting, I am not in agreement that "arts and ALL sciences" are in alignment. I have found that academia have been producing students (new workers) that are less STEM oriented when they are coming out of more liberal arts or softer science college. As long as the geosciences program continues to be the same degree and the degree programs are not softened, then centralizing these academic groups makes sense.

"Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences." The rationale for this recommendation is irrelevant. What do the universities with combined liberal arts and sciences offer the students and future employers? Why should TAMU care what other universities are doing? Are their academic programs better for the students? Does their employer base find this to be a good thing? Doing what you are recommending will destroy all of the organizational changes recommended so far. As for cost savings, I would like to see which administrators are going to lose their jobs and save the university money. Exactly how administrators will be off the payroll and how much money will the TAMU save the taxpayer?

Recommendation #2: Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school. Again, diluting the strengths of the university. How many students will enroll in these programs? How will TAMU compete with already established programs at other universities? What are the future employment prospects for graduates from these programs? What are the employment rates for other universities from these same programs? What is "local arts community" of Bryan-College Station? Recommendation #3: Establish a Department of Journalism While it is vital for citizens to have reliable information the occupation of journalist in this country has been totally subverted by the radical socialists and worse. News organizations today proudly declare their bias and defy anyone to challenge them. How does TAMU establishing a Dept. of Journalism improve the situation? Who will be the instructors? If TAMU could hire journalism instructors who are not socialists and worse, how are these new TAMU graduate journalists going to get a job without selling their soul and their country? Recommendation #9a. Reassign the University Studies degree program exclusively to the College of Arts and Sciences. Is the concept of "Build your own major" something a future employer would understand? When an employer is looking to hire a mechanical engineer and is faced with a candidate with a B.S in Arts and Sciences does that candidate have any chance of getting hired? Employers are not willing to spend time figuring out the skills candidate brings to the job. This is really a bad idea.

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I am very concerned about the prospect of combining colleges. There must be a separate college for Liberal Arts and one for Science. That consideration of this issue was farmed out to a consultant is absurd. You have a university full of experts on academics. What was the motivation for not tapping into the expertise at hand?

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Reorganizing departments, curriculums, colleges, libraries, etc. as outlined makes good sense. Ensure that through internal communication improvements that these groups don't become siloed.

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Some portions of realignment seem to favor and assume expansion of performance arts. My opinion is that major expansion of fields that are current weaknesses will require substantial resources. Realignment should focus on better on existing programs with slight to moderate expectations for expansion.

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The combining of the Colleges of Liberal Arts, Sciences, and Geosciences will strip these smaller colleges of the unique identity they have. The close knit sub-communities these colleges have fostered will suffer under the conglomerated mass of unrelated fields of study and leadership that does not directly relate to the students of each College. The College of Geosciences standing alone makes it more appealing to prospective students looking to enter a rapidly expanding field. As a stand alone college it takes on the prestige of not being bundled together with other stem majors and this will attract students and position Texas A&M to become a leader in growing fields such as GIS.

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I agree wholeheartedly with the conclusion that Journalism is key to our society - an informed citizen will be a quality participant in their community. Increasing the number of students exposed to journalism - whether or not they major in it - will improve life for all of us. Journalistic integrity is very important and lacking in our current society. Same thing is true for the Bush school. I know a recent Bush school graduate who is serving his church internationally, and showing the world how A&M educates students to affect the world. With regard to the satellite facilities scattered around, I have seen several campuses (in Round Rock and Dallas), and I'm left wondering - what are they doing there? How are they connected to College Station? I get the idea that you offer education where the students are, but it seems to be financially wasteful and not very coordinated. There is one building next to the UTD campus and I don't even know what they do there and why they are separated from College Station. I guess it is okay if you are somehow saving money, but I am left wondering if they are part of the big picture. I agree that a small animal hospital should be built for the vet school. The vet school is probably our most important college - and maintaining a superior position in the world should be the goal.

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I agree with most of the realignment

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Finally! Adding back a quality school of journalism with some real teeth is a good thing. Social media programs? Broadcast programs? Video production? Hard news is dead. Let's create some Pulitzer Prize winning Aggies.

I attended Texas A&M because of the strong geoscience programs. Combining the science colleges with liberal arts cannot benefit the science programs.

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The recommendation to merge the Bush School of Government and Public Service with the Department of Political Science is misguided and showcases a lack of understanding of either academic unit. The Bush School of Government has produced the successful programs that it has because of its separation from other units not in spite of it. The attention and training that professional, Master's-level students get at the Bush School is what makes it unique. Bush School faculty are not burdened with teaching or advising PhD or undergraduate students and instead devote time and resources to developing the public servants of tomorrow. Folding this body of students into the Bush School would leave Master's students stuck in limbo between advanced researchers who are more qualified for assistantships and other opportunities and undergraduate students who in many cases are nothing more than exploratory in their field and require considerable resources. Furthermore, the programs within the Bush School demand a practitioner-rich faculty that can only thrive within a policy school. The impact of these gems of Texas A&M would be further diluted if combined into the larger faculty units of Political Science, Economics, or International Studies—academic units whose primary goal is to produce professional political scientists or economists and the academic work of these professions. And while these units might benefit from the Bush School's resources and dedicated student body, their goals and research agendas are fundamentally different. While I share the desire to grow the impact of the Bush School, this recommendation is not the way to do so. Rather, to merge these programs would be to propose that the Bush School no longer needs to focus on what the former President, its namesake, intended and at which it has excelled—namely the training of policy students for government careers.

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I disagree strongly with combining the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. There are distinct nuances within each requiring Deans who can navigate the unique challenges of the departments in those colleges.

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Don't get alienated.

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I am incredibly troubled by the proposal to reorganize the Colleges of Liberal Arts, Sciences, and Geosciences into one college. How will funding be equitably distributed for faculty and graduate student research? The research of a history Ph.D. costs far less to fund than a biology or chemistry lab, but under this proposal, it seems safe to assume the faculty and students would be competing for the same pool of funding. This seems horrifyingly ill-conceived at face value, and seems to imply that, rather than funding and reforming the current programming (say, by opening and maintaining lines of tenure-track funding), the university has chosen to shuffle and consolidate, which will likely only accelerate the current decay of Liberal Arts programs at Texas A&M, further reducing the university to a pipeline for the Colleges of Engineering and Business to funnel students into jobs with few critical thinking or writing skills.

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Didn't notice where the Mays School of Business fits into the 4 groups. The real issue again is how much of a voice will some of the smaller programs have if consolidated into larger groups.

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My daughter graduated with a via degree in May of 21. Although this document says the program is top notch and coveted, she is unable to find a job in her degree field. As are most of her classmates. The job fair was a disaster and the students were unable to leverage the contacts that some in the department had with professionals in the industry. And worse than that no one in the program cares that these kids don't have jobs. The entire program was a train wreck and it says a lot that my magna cum laude graduate hasn't found a job. They failed their students completely.

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Yes to re-establishing a journalism department! This is long overdue.

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primary goal is to produce professional political scientists or economists and the academic work of these professions. And while these units might benefit from the Bush School's resources and dedicated student body, their goals and research agendas are fundamentally different. While I share the desire to grow the impact of the Bush School, this recommendation is not the way to do so. Rather, to merge these programs would be to propose that the Bush School no longer needs to focus on what the former President, its namesake, intended and at which it has excelled—namely the training of policy students for government careers.

Agree with removing Depts. Construction Science + Visualization from College of Architecture.

I have no issues with realignment so long as the intent is to provide a better teaching environment for the student body

Agree with recommendations

Merging the Bush School with Political Science is an awful idea. That is not what the Bush School is intended to be, nor what Mr and Mrs Bush had in mind when they founded the school. I fully oppose this as a Bush alum.

Regarding Recommendation #1: Every other university where I have worked or attended has had a huge College of Liberal Arts or College of Arts and Sciences, so to a certain extent, I would say "be careful what you wish for." However, if the benefits of economies of scale and other aspects of merger are perceived to outweigh the detriments of an ungainly-large college, ensure that excess hierarchy is avoided and adequate communication channels from the dean's office to individual departments are developed and maintained. Smaller departments could easily feel like they have been lost in the shuffle, resulting in feelings of alienation. Regarding Recommendation #6: If the University Libraries, are integrated into a new, large college (see above), what will prevent other colleges from feeling that this college will be privileged, relative to the rest of the colleges, in future library development and resources? I do not see the other colleges being supported of this recommendation without assurances of equity.

You are proposing to joining liberal arts with real science? While art is important, it is not nearly as important as science and in no way should be considered an equal to science. I find joining them into one college is absurd. Additionally if you are creating a Dept of Journalism, perhaps the #1 rule should be to tell the TRUTH and the ENTIRE TRUTH. This is the reason people no longer believe what is told on the "news" because they are only telling us what they want us to hear.

N/A

Combining Liberal Arts and Sciences does not sound like a good combination. Science and Arts are too different.

I was happy to see the recommendation of combining Arts and Science...I made a similar recommendation at the College of Liberal Arts Advisory council a number of year ago. As a business executive who explored Engineering, Business, and International Political Science while at A&M, I believe there is a need for students to be cross trained in a number of areas. Today's students are put into very restrictive tracks with limited exposure to students from the other colleges, and I see them struggle with a Holistic approach to business. Today's business environment requires executive leaders to understand engineering, computer science, business, and liberal arts disciplines (behavioral, cultural, political, religious, and economic) to successfully navigate todays complex economic and geopolitical environment.

Agree on all points but combining college of liberal arts and college of science.

We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

Needed

The Bush School is a huge asset that should be more prominent at TAMU.

I completely disagree with combining Arts and Sciences. Yes, many schools do that and it completely dilutes the value of the STEM Science degrees. Even if they are smaller colleges within the University, I believe they are best maintained separately. TAMU is known as a STEM school and I do believe that focus should remain. TAMU should recognize and play to its strengths, not become something for everyone. I do agree with starting a School of Visual and Performing Arts within the Arts college. I also agree with a Journalism school within the Arts college. Institute of Biological Life

Sciences which will contain the Department of Biology and the Biomedical Sciences Program and be housed in Agrilife does not make sense to me. I believe the institute could be a good addition, but to the Science college, not agriculture.

I am a former student (Class of 2010) and an investigative journalist currently in New Orleans, La. I went to Texas A&M to go to Texas A&M. In high school, my goal was to get a journalism degree, that did not exist as a department at Texas A&M when I attended. I had to find a major that was similar to what I wanted to do professionally, that ended up being Agricultural Communications/Journalism. I know of several Aggie Journalists who would like nothing more than to see an organized Department of Journalism back at Texas A&M University. The fact that it is a single major in the Department of Communications and has declining graduation numbers shows that what the university is currently doing is simply not working. Texas A&M is an incredible institution with media resources all around it including KAMU-TV/FM, The Battalion and independent student publications. The television industry in Bryan-College Station also gives students a chance to learn while in school and have a great platform to start their careers upon graduation. The proximity of Bryan-College Station to Texas' larger media markets also sets students up for internships at large market stations. There are Aggie Journalists working around the world. We are proud of our university. But in order for there to be a legacy of Aggie Journalists, the University must address the issue in Finding #3 and Establish a Department of Journalism.

I am fascinated by the omission of Mays Business School as a main academic pillar. No objection to combining Arts and Sciences.

This is NOT General Motors, and too much centralization will stunt the growth and success of the Colleges and the Univ. An air craft carrier is a lot harder to turn or stop then a motor boat.

These are the areas of focus per the study: AgriLife, Engineering, Arts and Sciences, and Texas A&M Health. What appears to be missing is the Law School. This is an essential base to promote prestige for our school. It should be foundational - on the same level as those mentioned previously.

Following Recommendation #1 (Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences) would be harmful to the individual identities of each college. The relatively smaller size of each of those colleges is a selling point. To combine all of those colleges into one would decentralize what each college does best, and detract from their unique value to the university. If I were a prospective student looking into a science major at Texas A&M and saw "College of Arts and Sciences", I would be led to believe that the college doesn't do either arts or sciences particularly well, which is why they are combined. Having individual colleges of Science, Geosciences, and Liberal Arts displays a dedication to each of those fields that is not devalued by "lumping" them together. Students at Texas A&M are told that the school has a "small town" or "family" feel, but in fact have almost 70,000 peers. Combining these individual colleges into a single, more nebulous college further detracts from the reason many people choose Texas A&M - to feel like they are seen as an individual on a "small" campus. I was in the College of Geosciences, Environmental Geoscience '18. I felt that the student-professor relationships in my college created more opportunities for learning and personalized assistance than in other courses I took. I felt like I had the ability to be an individual that my peers knew, instead of a nameless face in the College of Engineering. The personal benefit to students of knowing their classmates and professors should not be undervalued. Recommendation #2 (Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school) would significantly benefit the university. As a former student who participated in multiple performing arts groups/classes throughout my college experience, I always felt that performing arts was an afterthought that was mainly spearheaded by students and only a few passionate faculty members. Establishing dedicated departments for music, performing arts, and fine arts would give more of a platform for students seeking that in a school. Recommendation #3 (Establish a Department of Journalism) does make sense and would benefit the university, especially when partnered with the Mays Business School. I also strongly agree with Recommendations #4, 5, and 6.

I Love the idea of the Bush School of Government to merge with Political Science. Many of our Ags go on to become future leaders. This seems like a win win. We need more conservative voices to come out of Texas.

Stop promoting/prioritizing the jab

Very happy to see recommendation for a Dept of Journalism. Understand the need for realignment in College of Liberal Arts, as I have seen this at other institutions.

Good afternoon, [REDACTED], 2003 Liberal Arts (English Literature, Anthropology) graduate, with a comment about the proposal to merge Liberal Arts with a couple of sciences programs. I understand that this alignment (1) is common to many other large universities, (2) better reflects the intellectual history of the West in that all fields of human inquiry

and knowledge are born from the same inquisitive spirit, and (3) would save some money and headaches by merging administration and "back office" functions. HOWEVER, I believe that as we continue to see the attempted politicization of the sciences, the "hard" sciences must be kept separate from the humanities; the latter are too apt to be politically homogenous, too easily politicized, and swayed by faddish research trends (all of which I actually support!). Simply put, the humanities faculty and leadership must not be allowed to exert their influence on the sciences faculties. Try to align some of their back-office functions, I agree, but I strongly believe that the future will reward our decision to keep these faculties academically separate at A&M and to allow the scientists to be scientists and to do research and to publish without fear of their frequently more ideological peers' interference. (Not that there is anything wrong with the political homogeneity of the humanities faculties--I'm a graduate of two departments and loved every minute of it!) Yours very truly, [REDACTED] '03

I think the proposed realignments are sensible, and stabilizing - making it clear that there are 4 main colleges will be helpful. Adding more Arts in terms of both programs and facilities is a HUGE help to creating a stronger student outcome of a broad education.

Recommendation #1 is absurd. The proposed realignment is not an intelligent design. Liberal Arts and Sciences do not hold sufficient commonality to warrant the combination of colleges. The logic used in Rationale #1, positing a larger undergraduate college will result in stronger advocacy for the Liberal Arts, falls flat. While enrollment in the larger college containing Liberal Arts may increase, this value will certainly be inflated by result of combining three currently separate colleges. Instead of combining colleges with unrelated curricula, TAMU should provide more emphasis on the existing College of Liberal Arts to boost said college's reputation. Combining the College of Sciences with the College of Geosciences may be logical, as there is commonality between the two colleges. TAMU should also not take action simply because other universities do so. We must take purposeful, intelligent actions to achieve our goals, regardless of what others say or do. The remaining recommendations seem valid, except recommendations to include departments under the "new" College of Arts and Sciences. Those departments should be included in the College of Liberal Arts.

I have to say all the realignment suggestions made me so happy. I hated the fact that just because we have never had a music school or journalism department should not limit the school from growing to be the best public institution in Texas for them. An having Visualization take on a bigger role will help recruitment.

Strongly support creation of a new School of Visual and Performing Arts. This helps round out TAMU's historically lopsided focus on Science/Engineering and Ag. By the same token I also support a new Institute of Biological Life Sciences. My concern with creating a Dept. of Journalism is that it not slide into just being a petri dish for future new Fox News clones. Fact-based conservative reporting is valid, but A&M has a regrettable history of overt, extreme conservatism (not coincidentally intertwined with racism). I would hate to see A&M create the journalistic equivalent of the Federalist Society.

no comment

Function should drive realignment, just don't "lose the bubble" and make everything too vertically aligned.

Totally Agree

Please do not merge the college of arts with the college of science. Merging them would create conflict over resources and potentially lose some essential quality for either college. It is extremely important that they be independent to grow well rounded young Aggies.

I believe that the concepts of Academic realignment will provide students with direct access to more current programs. I favor the idea of STEAM instead of STEM

I am very concerned about the actions of [REDACTED]. He seems to an awful lot of time and effort with radical left wing political groups and I believe he has a negative influence on students. My son is a current student and I have instructed him to be very careful when choosing professors.

I could not find any reference to our Business School. It has been overlooked for some time and needs reinforcement. We are widely known for our engineering prowess and rightly so, but we need the balance of a robust Business School. As well as reinforcement in such areas as social psychology and social research. For example, the country is witnessing tremendous social upheaval that will result in significant change. We should have graduates prepared to understand the change and how to lead us through it.

Howdy President Banks! My name is [REDACTED] and I'm a former student class of 2017. I wanted to share my thoughts



on the idea of recommendation 2 on the academic realignment. During my time at TAMU, I changed my major from BIMS to Communication only because the "theater" major was on it's way out and I wasn't allowed to transfer into the program. Instead, I picked theater up as a minor. I, along with the other theater students around me, were eager to make art. However we were met with every obstacle imaginable with the former dean Pamela Matthews at the head of all the push back. All we wanted as students was to earn a degree in the performing arts. We wanted to taking directing, scenic design, lighting design, sound design, stage management, and acting classes among many others. We wanted to becoming actors and technicians and work in the theater with a well versed knowledge of the industry. Instead, our classes were stripped away one by one and we were essentially told that if we wanted theater then we should transfer out of Texas A&M. Many students did. However, those of us who chose to stay created our own theater companies while in undergrad. We put on performances throughout the College Station-Bryan area. We did as much as we could with as much as we had. Now, most of us are working professionals in the theater communities in Houston, Dallas, Austin and New York City. It's no surprise to me that it's recommended to reinstall this program. Texas A&M has a unique opportunity to pump out incredible talent. Wouldn't you want to showcase an Emmy, Grammy, Oscar or Tony from a former student? Texas A&M has the talent but there is no program. I'm proud to be an Aggie and it hurts for me to speak about our university with such love but have to tell prospective theater students that if they want a real theater program to look somewhere else. Bringing back a theater/drama program to the university could be one of the best moves you could make as the new president. If you have any questions or want some insight of what the fading out of the theater program was like for a student please do not hesitate to contact me. I'm available to chat at any given moment when it comes to Texas A&M at [REDACTED].

It seems an oversight to minimize the importance of the business school by dumping it into one of the 4 listed academic categories. I do not know the current ratio of graduates in the various degrees available, but the business school graduates make an outsize contribution to the school's reputation domestically and internationally.

Go back to stricter admissions policies! Use the SAT and high school transcript documentation of AP and Honors classes and GPA in addition to extracurricular and service activities. Focus on the BEST and BRIGHTEST, not using less stringent standards in all areas of academia which led to strife and division across campus as the student body became less culturally and intellectually cohesive. Stop with all the liberal arts crap. Stop turning out education degreed teachers who aren't carefully vetted for skill and intelligence. Expect all students to handle regular course loads and graduate in 4 years or less. Encourage more Aggies to return as school faculty members. Stop covid paranoia and resume all regular in person classes and interactions.

As a 1988 journalism graduate of Texas A&M, I fully support the recommendation in the Comprehensive Review to re-establish a journalism department. If adopted, journalism education would once again have the stature it deserves at A&M. I agree with [REDACTED], '86, who said: "At a time when journalism faces an existential threat, A&M can have a vital role in educating future journalists, developing new models for an industry that's essential to American democracy, and instilling that industry with the ethical standards of integrity and accuracy."

Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

don't combine into "College of Arts and Sciences", keep separate; is it broke?; don't establish Department of Journalism, just get rid of the degree.

Finding #1: Liberal Arts is generally undervalued at A&M. On one hand, remaining a separate college allows Liberal Arts to have more flexibility; on the other hand, it also allows Liberal Arts to remain a marginalized college. At least by combining Colleges, Liberal Arts can be advocated in conjunction with the Sciences. I think this improves the prospects for Liberal Arts. I also believe it will bolster the Sciences for the reasons mentioned in the Rationale below the Recommendation. Finding #3: I don't know much about journalism, but the disparity between A&M's graduates for that major and other universities is unacceptable. Per Rationale #3, journalism is important in today's world of mass marketing and news. Build up the Department! Finding #4: I concur greatly with the recommendation. The Bush School is too strong a program to be as unknown as it is. Merge it into the Department of Poli. Sci. and build up these programs. Until that happens, A&M's Public Policy program will never rival UT's LBJ School of Public Policy.

Realignment is concerning for two reasons. 1. Will Liberal Arts be consumed by the College of Science in order to push funding to hard sciences and even more away from what precious few worthwhile LA programs we have? 2. How will the faculty voice be consulted on this? Will they just be told to be silent?

combining the college of art with science is ridiculous. the universities they used to show that "everybody else is doing it" were not even schools that are like A&M. they didn't have UT, Rice, U of H, Colorado, Univ of Oklahoma, Texas Tech, School of Mines , etc. in their comparisons. Are we trying to dumb down the sciences or just have less administration do more work by combining schools or are the starting salary numbers for liberal arts degrees making A&M look bad on a graph

Get rid of political teachings and focus on providing students with a way to increase their value to industry and the Nation

Liberal arts is not a STEM-focused major, and as such, it should not be combined with sciences and risk diluting the success and meaning of those programs. Our school was not founded on the basis of liberal arts degrees. In addition, we do not need a school of visual arts. While the students at Texas A&M should be taught an appreciation for the arts, and I see many opportunities for the art culture to be better incorporated in the campus life and surrounding community, adding an art school would dilute the brand A&M has created through business, engineering, agriculture, and other sciences. Anyone wanting a degree in the arts should consider a liberal college, such as the UT or NYU. Removing the liberal arts and visual and performing arts portion of the realignment plan will allow for resources to be allocated to the other restructuring goals.

I agree with all recommendations except #6. I do not agree with the benefits cited of bringing university libraries under a single school - the Libraries should be in Academic Affairs, but not in a college/school.

Do not combine the College of Arts and the College of Science.

Getting rid of the journalism department was one of the worst mistakes A&M ever made and I'm thrilled to hear we are considering reviving the program

none

MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

It seems like this reorg is trying to be all things to all people. Does Texas A&M really need to increase its performing arts and arts programs? I don't see a compelling rationale for that anywhere. What is truly our strategy? We will never be a Juilliard school. Why would we invest a lot of management time and money to build this?

The (re-)establishment of a journalism department is long overdue. In the 20 years since A&M shuttered its department, schools such as Texas Tech have built robust communications colleges. Today, journalism faces an existential threat as its old subscription/advertising revenue models fail. We need programs that can train a new generation of journalists while also helping to define business models for journalism itself. Most journalism research today is useless to the industry -- primarily focused on content analysis. A&M, with its focus on the real-world benefits of research, can bring to bear a broad range of expertise to help redefine the industry and position it for the new era. I was deeply involved in trying to save the A&M department in the early 2000s, and I've served on the Student Publications Board. I've also served on the National Advisory Board for Texas Tech's journalism school. In my more than 30 years in journalism, I have seen the industry's struggles first hand. I can't tell you how thrilled I am to see A&M considering this step, and I hope -- for the sake of A&M, my industry, our country and democracy -- that the recommendation is adopted.

-I am not a fan of investing in cultural centers, new school of performance and visual arts and a journalism school. I am worried about the type of student and professor that would attract to Texas A&M. The type of student who would not be interested in participating in and contributing to the Aggie traditions but instead would make A&M a political liberal campus that would find itself the scene of protesting the latest social issue rather than building up Aggie traditions. Please don't bring academic elitist thought to Texas A&M and turn A&M into a Columbia University.

Ridiculous to combine Art and Science!! Totally different sides of the brain and would not be beneficial to either student. There are already dumbed-down classes for BA students.

I don't agree with realigning and combining the Colleges of Liberal Arts, Science and Geoscience. This may add organization efficiencies, but will change the academic culture of the school. The 3 distinct Colleges are some of the best in the country and would lose their edge and focus if combined into one College. Totally agree with Recommendation #4 regarding the Bush School. The nation needs more Aggie leaders in public policy.

Do not cave into pressures to endorse or even give credence to that nonsense Critical Race Theory. Do not poison student minds with the trash. If anything, teach why this is wrong and in it's own right, racist.

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My one and only concern I noted was recommendation 4. Do not merge the Bush School with the political science department. Doing this will anger every single Bush School alum and was not what former president George H. W. Bush would have wanted. There is a reason the Bush School has consistently climbed in program rankings, consistently attracted talented students from throughout the US like myself and all of my close friends (being from out of state), and has consistently equipped students for life in public service. Completing such a merger would diminish the unique role, opportunity, and place the Bush School has at attracting high performing undergraduate students and would be insulting to those of us who have received our degrees. I cannot express to you, anyone listening, enough how strongly I oppose such a decision. While buried deep within the report, I know myself and others who care will vehemently disagree with such a decision. Do not proceed forward with such a merger or I will debate my donations to the university.

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I certainly agree with the recommendations concerning the expansion of the Small Animal Hospital at the College of Veterinary Medicine. However, while the report appears to focus primarily on the shortage of small animal veterinarians in Texas, many rural communities are in desperate need of food animal veterinarians. In addition, following the USDA decision to designate honey bees as food producing livestock, some thought should be given to implementing courses within the College to address the health needs of this critically endangered but highly essential insect.

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Giving the President more authority and aligning academics to be more unified sounds great. What would the checks-and-balances be?

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Disagree with putting Arts and sciences together. The arts program is too big already and you are just making it bigger and not better

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I am extremely worried about the merger of the College of Liberal Arts and the College of Science. While I understand from the report that many peer institutions have done this, I do not think a direct comparison is appropriate. As A&M completes the horrendous 25 by 25 program, the College of Liberal Arts is in more danger than ever. I saw first-hand the way Liberal Arts was treated as a bottom-tier option at A&M, and with the aggressive moves by the university to bolster the engineering program, this realignment seems like a way to hide the College of Liberal Arts. Although the report claims that it will help the liberal arts programs, my experience with the University administration leads me to suspect that those programs will be left in the dark while the science programs receive new funding to provide classes for all of the engineering student rejects. Texas A&M, while a great school, has never been about competing with the school in Austin for rankings. We should be seeking students that represent our core values, respect our traditions, and intend to carry lessons they learn out into the world in support of the Aggie Network. This realignment is just another example of the little-brother mentality that every administration in the last 15 years has shared and it is destroying the intrinsic values of being an Aggie. Engineering might climb up the rankings, but what about the 300,000+ other alumni that represent the school? If the school continues moving in this direction, it will be hard for me to justify ever sending my child back to the place I love so much.

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I was a Technology Management major (At the time it was called Interdisciplinary Studies Non-Certification - Technology Management Option), and while being under the College of Education was a head scratcher to me, I appreciated it not being under the College of Engineering as I was great with computers, terrible at Calculus, and my academic performance at the time I declared my major was not sufficient to apply to the Mays School of Business Management Information Systems degree program. Please be cognizant of this; if by moving the Technology Management degree program under Engineering Technology will require any mathematics past Calculus 1, it could potentially negatively impact the desirability of the Technology Management degree. Furthermore, as someone who has had 13 years of professional experience since obtaining my degrees from Texas A&M, I feel like Technology Management, and probably several degree programs throughout the University, would greatly benefit from more statistics courses rather than math. I have not once used the Calculus I took during my time in school, nor could I even tell you what I was taught. However, I feel like I utilize statistics every day, not only in my professional life, but in my personal life as well. Given the amount of statistics that are reported/provided to us throughout the day, statistics courses can give an individual a better chance to be a well informed citizen, in addition to being highly effective at their job.

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Finding #1... Seems like a poor basis for this recommendation (because Michigan, Florida, and Rutgers are doing it...). The finding presents no support for its claim that this move will heighten stature. Finding #2... Good idea in principle, but where will this money come from? Finding #3... Long overdue. Agreed! Finding #4... Mixed feelings here. I went to

the Bush School and, while it does need more access, part of the elevated status of the school was precisely that it was not simply the political science department. This is huge. I would not have taken those graduate courses if it was simply the political science department. Now it would be useful to have more access to the security and international affairs elements from other programs. Finding #5... no strong feelings on this. Finding #6... Given the findings regarding the provost having too many functions, it seems odd to suggest a double merger here. Finding #7... no strong feeling on this. Finding #8... agreed. Finding #9... On university studies: why have a degree that is basically a generalist? It is almost tantamount to acknowledging that a degree only says that someone can finish the program instead of indicating any real expertise or knowledge on a subject.

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I am very concerned about the prospect of Academic Realignment. As a proud former student of the Texas A&M College of Liberal Arts, I worry about what a merger will mean for the College and for the International Studies Department from which I earned my degree. To me, combining the three Colleges mentioned in the report will be problematic for all three Colleges. This appears to me to be another way for the university to show that it does not prioritize these colleges and the degrees that they offer. If they are combined, it will be a struggle for students to receive proper advising, among other things. Rather than this combination being a "significant cost savings" that will create "larger advocacy" for the arts at a STEM-focused school, I believe this will instead push the arts to be even less of a priority at the university. Time and time again in my years at A&M, the administration repeatedly put the needs of the College of Liberal Arts on the backburner while other major projects and goals involving engineering and other departments took priority. Combining the Colleges will make this worse, not better. By combining the colleges, the university will make it even harder for liberal arts professors and students to get the help they need from the university and to get necessary resources. Combining the colleges means that professors and students, rather than having access to more resources, will instead be forced to compete even further with others for the precious few resources the university allocates to these colleges. Further, if the goal is to "cost save," it follows that this will involve lay-offs and the non-renewal of professors contracts. Both my department and other departments in the liberal arts college that I took classes with struggled to have enough professors to teach the necessary classes as it was, and cutting funding and increasing competition for resources will not help this situation. I fear for the demise of my major to the point that it will be eliminated during this realignment, and this is something I and many others will not stand for. If Texas A&M wants to compete with the likes of the University of Texas and offer a robust College of Liberal Arts, this is not the way to do it. This is the exact opposite way to go about it and I worry that the reasons why I loved Texas A&M so much will fail to exist if the colleges are combined and my major is eliminated.

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Reach out knowledge besides on campus. I praised the co- op program.

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The College of Science should not be combined with Liberal Arts. That doesn't even logically make sense. That combo would diminish each college's recognition and uniqueness.

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The addition of a Fine Arts program and Library Sciences program is an incredible idea. Both are areas that I would've loved to study at a higher level in my time at A&M, but didn't have access. I've since moved on to graduate studies at other universities in the SEC that offer Library Sciences for my profession, but would be very interested in a PhD program developed at A&M.

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While many of the recommendations in this section seem positive, there are two that stand out and one clearly missing. I feel strongly that creating a School of Visual and Performing Arts as well as funding a Department of Journalism does not further the core mission of Texas A&M nor does it benefit our state or country in any appreciable way. There are many other universities who have a rich heritage in these two areas. Our heritage and contribution is overwhelmingly in Engineering. Aggie engineers have a global impact and yet we are not keeping up with the demand. A recommendation to increase investment in the college of Engineering, and especially in Computer Science and Engineering would have a much great impact on Texas and the world. These programs are growing rapidly in enrollment and even faster in demand, and are seriously underfunded in terms of faculty salaries and teaching positions. Why on earth would we establish another also-ran school of arts when we are underfunded in a flagship program? Makes no sense to me.

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Requires complete transformation with focus on building better students and future competitive employees. UT McCombs and Liberal Arts has much better programs and the jobs go to UT grads, not A&M grads: much better academic programs, 100% better placement programs. Lack of leadership training, excessive focus on concepts not relevant in the market.

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Making a college bigger, to simply make it bigger, and thus LESS RESPONSIVE and LESS EFFECTIVE is simply the same asinine logic of making the College of Engineering as big as possible without providing proper support and devaluing the

University as a whole to outside eyes. A Journalism Department and a Fine Arts College are both welcome additions. (We use to have a Journalism degree back when I was in school...)

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May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. Regards, [REDACTED] Class of 2014

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I am in strong agreement with Recommendation #9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. When I was an undergraduate student, I was very active in leadership within the CEHD. For years, students in the college have expressed concerns that HLKN doesn't really "fit." We tried our best to promote a shared mission/vision/set of values, but ultimately I feel that realignment is our best step forward.

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I agree with Recommendation #1 - The merge could create more synergy and resources for the college as a whole. I also greatly support #6 to elevate and support the Libraries.

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I'm College of Engineering, so lack sufficient knowledge to comment on most. I was, however, on the yearbook staff and am wholly in favor of establishing a Department of Journalism. Wholly in favor of actions to support the Texas A&M Libraries.

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Good move to enhance and strengthen the Visualization Department.

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no comments

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More focused degree curriculum without the burden of elective requirements. Please see my comments above.

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Four academic divisions does not seem like enough. Texas A&M has several best in class colleges and hiding them inside 4 divisions does not see like the smartest decision. These colleges should be celebrated and highlighted. Which would encourage more students to attend, attract research dollars, and encourage businesses to hire graduates. Where does the College of Business fit into the 4 divisions, or the College of Veterinary Sciences? Maybe 7 or 8 divisions makes more sense than just 4.

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It is exciting to see the proposal for a Department of Journalism. In high school, I participated in Academic UIL and placed in State for Feature and Op-Ed writing. Because of this, I was awarded a scholarship to attend Blinn College for my first year of college and eventually, graduated from Texas A&M University. Although I was passionate and talented at journalism, I did not continue my studies or career in journalism due to the lack of focus on journalism at Texas A&M. I wish there was further consideration and a proposal to re-organize the Department of Parks & Recreation. I was a Community Development major, which to my understanding, is no longer a major at Texas A&M. I always felt it was a neglected major and had few opportunities to participate in Urban Planning-related courses. I feel it is a powerful, impactful, and well-desired major, but not accurately classified or resourced. I believe this major should have been within the Department of Urban Planning. Without this major, many prospective students will choose to go to the PNW to pursue careers in community development.

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I strongly disagree with most of these recommendations, especially the ones creating a college of arts and sciences, college of visual, performing, and fine arts, and college of journalism. These will destroy A&M's reputation of being a serious stem university and are in direct conflict and contradiction to all the goals and thresholds to recruit students to the stem fields such as engineering. A&M is not UNT or tu or any other comparable liberal arts school.

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## Academic Realignment - Other

Please provide your comments related to Academic Realignment:

Please do not combine Geo Sciences and Science into the Liberal Arts college. There is nothing wrong with TAMU not being known as a Liberal Arts standout. There are plenty of those institutions all throughout the country. We need to concentrate on the strengths of STEM. Institute of Biological Life Sciences - good idea. Until the field of journalism stops parroting what the corporate ownership dictates and returns to true (somewhat trustworthy) reporting of facts, I do not support expanding that course of study.

Very concerned about the Library and the model that was used to compare our current library system. Most concerning is the Cushing Library being considered a "Museum". Many students, former students, researchers and scholars utilize Cushing assets. This is something our organization pays fees towards to have historical records and archived materials curated. We are concerned that the quality of student interactions with University librarians will be stunted by the lack of availability of staff to assist students under the proposed reorganization. Concern about how and if funds endowed to the Library may be redirected from their directed recipient and undermining student access to these assets.

N/A

Agree with recommendation 1. Agree with rec 2. Agree with rec 3. Agree with rec 4. Agree with rec 5. Agree with rec 6. Do not agree with rec 9a. Agree with rec 9b. Agree with rec 9c. Agree with rec 9d.

Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. The addition of much-needed physical spaces and programmatic offerings are long overdue, not only in expanding outreach and quality of life for faculty recruitment and community involvement, but also in enhancing the student experience. Opportunity: Enhancement of spaces for the visual and performing arts and museums should include core elements to invite and encourage student participation. These should engage the greater student population as well as those focused on expanded academic programs in the arts. Recommendation #2: Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine 25 ACADEMIC REALIGNMENT arts, and relocate the Department of Visualization to anchor this new school. The minimal academic presence of the visual and performing arts at Texas A&M has been the most obvious deficiency in A&M's status as a comprehensive university. Establishing a school with individual departments focusing on specific art forms will create new opportunities for students, researchers and arts patrons on campus and from the community. The unique strength of the Department of Visualization, with its origins as a graduate degree program in the Department of Architecture, is the balance of creativity and technology in instruction and research. The program evolved parallel to the development and implementation of computer-aided architectural design. When visualization became a separate department with its own undergraduate degree program it assumed and expanded Architecture's traditional role as the home of studio fine art. The study proposes a Department of Art and Design, begging the question of whether "traditional" studio art would be moved from Visualization. Also, would this new department also house digital design, the common denominator of visualization and architectural design since computers were introduced to the studio in the 1990s. Opportunity: To utilize Visualization's cornerstone role in the new School of Visual and Performing Arts to integrate new technologies into "traditional" arts fields as they are developed. Maintain and encourage teaching and research relationships between entertainment and environmental design. Better define the reports nomenclature, as well. Is using Theater and Drama in the departmental title redundant or does it assume theatre as performance and drama as literature? Is digital graphic art housed in Visualization or Art and Design? Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning. The recommendation to move the Department of Construction Science from the College of Architecture emphasizes the lost opportunity, encouraged by students, former students, and the individual programs related professions to integrate the teaching programs of the built environment disciplines to reflect the multidisciplinary realities of the professional world. The success of focusing the remaining two departments on the core mission of design and planning in the built environment will depend on investments in leadership and academic talent. Reducing the size of the college by two thirds should not be accompanied by a devaluing of this smaller boutique college in influence and resources. Opportunity: to encourage the integration of teaching and research in the built environment professions as their respective departments advance in individual colleges. If "focus" equates to commitment to leadership and faculty excellence, the College of Architecture can grow in its impact on the profession and the built environment.

In-coming Freshmen (Fall of 2022) already accepted into Construction Science in the College of Architecture under top 10% rule should not be subjected to the ETAM process that is required of engineering majors. My son did a lot of research to decide if he should choose Architecture or Engineering. He spoke with both colleges and decided on Architecture over Engineering to get more design education. His older brother is in Engineering and he sees how large the college of engineering is and how difficult it is to get help, advisory assistance, etc. He likes the smaller feel of the College of Architecture. These incoming accepted freshman students should be able to continue to follow the current curriculum from which they based their decision on.

TAMU is recognized as one of the country's best universities because of the strong science programs. By combining into a College of Liberal Arts and Sciences, I am concerned that it will dilute the status of the science programs. As a parent of an undergrad student in the College of Geosciences, I am against this realignment. If anything a realignment into a larger College of Sciences would be a better option.

Combining Liberal Arts, Sciences and Geosciences has many implications for the Galveston campus' operations including the campus' curricula and faculty appointments. How would courses at the Galveston campus be aligned with the restructure? Establishing a School of Journalism or a School of Visual and Performing Arts poses similar questions. How would they align with the courses and minors that Galveston is able to offer? How might a School of Journalism align with the existing student-led campus media entities? These offer potential opportunities to enhance the academic offerings at the Galveston campus.

I understand and can agree with combining colleges to form a College of Arts and Sciences. However, I believe that putting the University Libraries in this newly formed College will create conflicts of interest, particularly where funding is concerned. For the University Libraries to serve the entire campus fairly and effectively, it must remain separate. I am in favor of a "learning commons model", although I believe the concept lacks a standard definition. The University Libraries as it now exists can accommodate such a model, and partnering with other academic departments across campus would be more feasible if the University Libraries remain separate. Creating a new LIS program at A&M is not a good idea for several reasons. I have heard the new graduates have trouble finding entry level positions, salaries are already low, and some academic libraries are hiring librarians without the LIS degree. I suspect acquiring ALA accreditation would be difficult and time-consuming – and perhaps not possible. If a Library Department is added to the College of Arts & Sciences, the University Libraries could and should remain separate. The University provides a lot of support for students with disabilities, but more support for faculty with disabilities is needed. I do not recall reading anything about this topic in the report – apologies if I missed it.

Dear President Banks, I am writing to express my serious concerns and express desire for the administration to reconsider the proposed merger of the Bush School with the Department of Political Science (Recommendation #4). I have been privileged to be a member of the Development Board (and now Advisory Board) of the Bush School for almost two decades. During that time, I have seen the Bush School grow from its infancy to its current status as one of the nation's preeminent graduate schools for students who wish to pursue careers in public service. A big reason for the school's on-going success, growth, and national recognition has been its focus – its focus on fulfilling President Bush's vision of a school dedicated to the noble profession of Public Service, which does not always equate to Political Science. One must only look at the disparate undergraduate degrees of the current "Bushies" to see that the vast majority of them are NOT Poli Sci majors – a fact that speaks to the difference between the goals of undergraduate studies and graduate programs. I believe the consolidation will dilute and diminish the current focus of the Bush School – eliminating one of its key differentiators - and will only serve to hurt it in both the short and long term. If any changes are to be considered for the Bush School, I would support the addition of a PhD program to further enhance the school's reputation and bona fides as the place to go for graduate degrees in public service. I urge you to reconsider this merger for the benefit of both programs. Respectfully, [REDACTED]

Why create an even bigger college out of large units? Benefits in cost cutting seem irrelevant to the task of teaching and research and do not help the university's mission. Please do not fall for the old consultant's line that cost savings here will make more money available there. What is broken that needs fixing? Too much emphasis on BRAND by consultants. This is not a corporation; more like a church, as the former Dean of Architecture told me long ago. Regarding the loss of college status for the University Library, all I can say is Hooray! The UL administration has treated staff terribly for a generation or more. Arbitrary and capricious leadership drove the best librarians away. Those who earned PhDs were discriminated against; those who did serious research were not rewarded. Overall incompetence deserves not one more month at the helm of a great library. We can remake our UL into a high-status workplace with high morale staff. Calling librarians Professors, Associate Professors, or Assistant Professors is a mistake. They are not trained to do research or to

teach. No PhD = no Professorship. Those librarians who do have PhDs, who add thousands of volumes to the collection, and occasionally teach in academic departments (e.g. David Chroust) were treated abominably. But I worry that your new enormous COLLEGE OF ARTS AND SCIENCES is not the right place to tuck the library. Too many experiments to try at once. Unnecessary too. Please consider floating a task force on the proper role of UL at A&M and where it would fit best. Let's define its mission for the future! I helped bring over 20,000 volumes of Slavic language materials to Evans Library. My mother was the director of [REDACTED]. We have been watching the A&M library system for over 40 years. It needs help and good leadership. Do not rush it into the new mega-college. Our library has a better Slavic collection than UT has. We have the best between Chapel Hill and UCLA. Why then did they kill the Slavic librarian position and ignore the collection? President Gates and I thought A&M library system was on a trajectory that would bring many scholars to College station. Congratulations on trying to get VIZ out of ARCHITECTURE. I was on the University Committee on the Future of Viz Arts in the 1990s. Hooray! How can I help?

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I vote no to moving the COSC department to the Engineering department. Over crowding is a big issue at TAMU especially engineering. Not being able to get in classes, time with advisors, not enough staff in general. The move would be detrimental to the Construction Science program. Don't do it.

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How will the current program for the 5-year Master's Program combined with the Bush School be impacted for students who have a Sociology undergrad major (one of the two tracks for the MPSA)? Will this continue to be offered or eliminated?

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The academic realignments #1-#5 make sense in positioning the university for our next phase of academic and research excellence. It really speaks to the promise of "intellectual convergence" and the promotion of trans-disciplinary research and discovery. - Recommendation #6 really needs more close investigation. An independent and autonomous University Libraries is a central core of the academy and I would like for us to place our best thinking around this recommendation. - Recommendations #7-#8 I honestly do not have enough insight to add to the conversation. - Finding #9d. The College of Education and Human Development was mentioned as one where the lack of focus on the core mission of producing educators for the state and nation has negatively affected students and other units in the university;" "Refocus the College of Education and Human Development on the core mission of producing educators..." - - are inaccurate statements with no basis in data or fact. Data from the Texas Education Agency, 2021 reports that Texas A&M University is the #1 producer of new teachers in the State of Texas. With a #1 ranking for English language rrts teachers, #1 producer of elementary education teachers, #1 producer of mathematics teachers, #2 in social studies teacher education, #2 in health, physical education and coaching teacher production, #3 in bilingual education, and #2 in general education. Nationally, our college is ranked # 39 overall by US News and World Report with six academic programs ranked in the top 25. Educational Psychology #14, Educational Administration #15, Special Education #16, Curriculum and Instruction #21, Higher Education Administration #22 and our Secondary Teacher Education programs that partner with 7 academic colleges across campus is ranked #22. These independent National and State rankings do not come from a college that lacks focus. - Recommendation #9d. Retaining the Interdisciplinary Nature of the College of Education and Human Development The retention of the Department of Health and Kinesiology within the College of Education is essential to the strength of the College and the Department. Top Colleges of Education include Departments/Units of Kinesiology (e.g., Michigan State University, University of Connecticut, & Teachers College Columbia University) because health, movement, fitness, and health well-being are all essential to development and learning. In particular, as we grow programs in early childhood education and special education, there is critical need to integrate coursework in motor/physical development, movement, and fitness into course work for educators and therapist for young children both developing typically and with special needs. Current interventions integrate opportunities for learning and being physically active. These include policy-relevant work to enhance opportunities that reduce childhood obesity, increase active learning, enhance self-regulation, and alleviate issues that contribute to the health epidemic of preschool expulsion, particularly among children living in poverty and from non-dominant ethnicities/race. By retaining Kinesiology, the college is better situated to promote interdisciplinary teams tackling the challenging but real issues of human development and education from a combined perspective which integrates physical, cognitive, and socioemotional development. Health Education is a Matter of Educational Focus At the present moment we fail to see a compelling reason for re-alignment of the Health Education program and, upon deliberate assessment, fail to identify any value-added outcomes for our students, our faculty, our department, or for the CEHD. In order to maximize the benefits the CEHD has thus far enjoyed from housing the Health Education program among other education focused programs, and in order to continue its trajectory of excellence, we feel it is imperative the Health Education (a) remain united as a program/department, and (b) retain all our current academic programs, including



community health, allied health, school health and graduate degrees. Below is a brief rationale for why an alignment with the School of Public Health, would not be in the best interest of our students, our department, CEHD, and Texas A&M University.

**Health Education as a Learning Field of Study:** While Health Education is complementary to Public Health, it is important to note that it IS a distinct education and learning field. Health Educators and Community Health Workers are specifically identified by the Bureau of Labor Statistics (BLS) as unique occupations. If one explores “similar occupations” at the BLS website (one of the tabs on the site listed below), one will see that, among 10 other occupations listed only one falls within the realm of Public Health (Epidemiologists); 4 are occupations related to K-12 schools and higher education, and the others refer to nutritionists and social workers. Moreover, in their Occupational Outlook Handbook, BLS asserts “employment of health educators and community health workers is projected to grow 13 percent from 2014 to 2024, faster than the average for all occupations”. BLS elaborates by stating “growth will be driven by efforts to improve health outcomes and to reduce healthcare costs by TEACHING [emphasis added] people healthy habits and behaviors and explaining how to use available healthcare services”. See: <http://www.bls.gov/ooh/community-and-social-service/health-educators.htm#tab-6>

In addition to being a recognized profession by the BLS, Health Education has a rich and rigorous process for outlining the unique and specific competencies a health educator must master. In particular, the National Commission for Health Education Credentialing, Inc. (NCHEC), has outlined seven distinct Areas of Responsibilities and associated competencies and sub-competencies that underpin our health education profession. These areas serve as the basis for our field’s certifications, the Certified Health Education Specialist (CHES) and the Master Certified Health Education Specialist (MCHES) designations. See: <http://www.nche.org/responsibilities-and-competencies>

Public Health has its own distinct accreditations, the Certified Public Health (CPH) exam. The content outline for this exam emphasizes a distinct set of knowledge and skills. See: [https://www.nbphe.org/documents/CPH\\_Content\\_Outline\\_April\\_2014.pdf](https://www.nbphe.org/documents/CPH_Content_Outline_April_2014.pdf)

In sum, Health Education is its own field of inquiry and professional practice, distinct from Public Health, despite apparent similarities. Other institutions recognize these differences, and have community health programs housed in Schools of Education even though they have accredited Schools of Public Health on the same campus. See University of Alabama Birmingham (<http://www.uab.edu/education/humanstudies/>) See University of Kentucky (<https://education.uky.edu/khp/>) See University of Texas (<https://education.utexas.edu/departments/kinesiology-health-education>)

**How Health Education Can Continue to Elevate the CEHD**

The Health Education program at TAMU in the CEHD is uniquely situated, nationally. We are one of the few standalone, Ph.D. granting health education programs at a research intensive university. Thus, we are not only unique, but also currently regarded as a top-tier graduate health education program. Much effort has been put forth to position the Department of HLKN broadly, and the Health Education program, specifically, as one of the top programs in the nation. Therefore, by sustaining these efforts and remaining within the CEHD, we are positioned to make the Health Education program a national (and international) model for excellence in training Health Education researchers and practitioners. We have faculty who are: (1) successfully securing external funding; (2) publishing high quality research in top-tiered peer-reviewed outlets; (3) winning prestigious teaching and research awards (the sole recipient of the TAMU Presidential Professor for Teaching Excellence Award in the CEHD [in 2012] is a faculty member in the Health Education program); and (4) are shaping their content areas as visionaries and leaders of prestigious professional organizations. Our students, both undergraduate and graduate, continually impress community stakeholders and compete for high-profile employment upon graduation.

In summary, remaining aligned with the CEHD is the best way to recognize the unique field and contributions of health education to educate in pre-k-12 schools and communities through the life span, and also the best way to position the CEHD for continued success and ultimately continue the increase in the College’s national profile.

**Synergy and Connections Between Early Childhood Education, Community Health Education, and Education Services to our Land Grant University Community**

- According to National Coalition for Campus Child Care Centers (2015), approximately 35% of campus child care centers were under the Division of Student Affairs and 35% were under an Academic Department, while 10% were in Administration & Finance Divisions. Thus the current placement of the child care center is not unusual and the model has worked well up to this point as evidenced by all that the center has been able to do, including the exemplary new nature based playground that opened in September 2021.
- The current mission of the center is to enhance the quality of life of students, staff and faculty at TAMU through providing high quality child care. The center has proven to be a great recruiting tool in convincing families to relocate to the BCS area with the assurance that quality child care is available. The location within student affairs has meant access to important revenue streams to where each student receives a substantial discount on fees and the Association of Former students provides generous support. Moving the center can disrupt these streams which would be detrimental to everyone.
- The Becky Gates Children’s Center is critical to the mission of the College to

develop a new degree with teaching certification in early childhood through third grade. As we design this new program, aligned with new state standards and certification examinations, including the Science of Teaching Reading, we are integrating into coursework opportunities to observe and work in the center to develop skills in assessment, observation, and teaching young children and working with and leading professional educators working within early childhood programming. Engaging in these mentored opportunities is the Gold Standard in the preparation of teachers of early childhood education. • The Becky Gates Children's Center (BGCC) should be connected with CEHD. The BCGG not only provides child care, but they serve as a center for early childhood education research – both student- and teacher-levels. The leadership of BCGG is committed to practicing evidence-based instruction and care. They are also committed to engaging in research focused on early childhood intervention. If integrated into CEHD, BCGG would be poised to collaborate even more with the newly re-established Early Childhood Education program in TLAC and with the Early Childhood Special Education faculty in EPSE – on grant projects, student internships, and other activities that would symbiotically benefit the students and instructors of BCGG and of CEHD. BCGG participated in the hiring process for Early Childhood faculty; their voice and presence is valued and welcomed in CEHD. Thoughts on HLKN and the Overlap with SPH and more... Several of the points made between the overlap of certain programs between CEHD and Public Health are valid. I think that the "wet lab" basic science programs of HLKN would be better suited for SPH. However, if I have read the report correctly, I think it would be a major mistake to move over to SPH everything that is currently residing in HLKN. Careful analysis needs to be made about the substance of the programs and where they would best fit. Other Significant Considerations #1. A major misfit for SPH would be the sport management program. Sport management has been developed in CEHD over the past two+ decades to be a top #5 program in the country; it is not by any reasonable objective analysis science/health based to merit a move to SPH. It would be like trying to put a square peg in a round hole. #2. Closely related to sport management is the Center for Sport Management for Research and Education. It's research and instruction is more teaching/business related, not health/science. And the connection to education is strong #3. Another program currently in CEHD that needs to remain in there are the newly endowed Coaching Academy (related to K-12 teacher certification and coaching education and certification) and PEAP (physical education activities program, which can be the Physical Education academic and teacher certification anchor binding these programs together in a focused unit. The courses in PEAP serve all students at A&M for "recreation for credit" and also help teachers become accredited to teach it. #4. Another CEHD program ill suited for transfer is Technology Management. It is proposed that it be moved to the Department of Engineering Technology. But when you look at the courses offered in it, it is fundamentally -as the title suggests-- a management course that is wholly unrelated to the disciplines of engineering. It is a program designed to help educators and others learn about technology and how to use it in supporting the education and business. It is an alternative course program for students who need to know about technology but who do not intend to be engineers. Again, transfer of it to the College of Engineering Technology would be like a fish out of water and a number of frustrated students.

There is a lot of logic to the recommendations for realignment. I am a parent of 2 Aggies, but have a HS student applying this year. It has been very confusing because the program she is interested in is offered in 3 different colleges. Tech Mgt is the most baffling. It really does not seem to fit where it is. That college also does not seem to know much about the major/field. It makes a lot of sense to move it to Engineering Technology. The possibility of adding an Arts College is very exciting. For my kids, the lack of a music program was the biggest negative at A&M. It also seems like the people we know that have dropped Visualization is because it is less art oriented than they expected or is at other schools.

n/c

VizLab, while near and dear to me, shouldn't be in Architecture, so moving it makes a lot of sense.

As a parent of 2 current college students, and 1 senior in high school, I've studied and visited many universities over the past 4 years, and I saw first-hand what was stated regarding Michigan, Rutgers, and Florida, so I understand the rationale. The issues I have with it are that all of the above referenced universities have Biology and Computer Science housed within the College of Art and Science; however, this proposal removes Biology and doesn't consider Computer Science. I'm not talking Computer Engineering, that is and should be related to Electrical Engineering, after all, it's in the title. However, Computer Science is a science and should be in the College of Science. Biology is a science and should also be in the College of Science. I understand the draw to move it because of the college of Ag, but it's a science and should stay.

I really do not like the proposed consolidation involving the College of Geosciences. It takes away both the uniqueness

of Texas A&M and potentially dilutes the student experience and outcomes.

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It is my position as a Landscape Architecture graduate that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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I vehemently disagree with the idea of moving the Construction Science degree plan/department under the College of Engineering. The Engineering department is strained as it is and by grouping construction science under the same department, you'll be adding more work with less support and resources. This move will force current professors that teach CoSci classes out of a job because of the additional credentials required to teach under the engineering program. Please reconsider and keep construction science under the College of Architecture.

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none

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Keep Arts and Sciences separate rather than a giant combined college. Our student chose TAMU based on the small size of the College of Geosciences which is allowing her to land a student research assistantship, great interactions with her professors and Geosciences staff. Geosciences has its own identity which will be diluted if combined into a large college.

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Visualization is a hallmark program and the additions to the tech side of the arts is a wonderful suggestion however please maintain the option for BSc and MSc options as this is one of the unique aspects of the Viz program and attracts a unique breed of student

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Thank you for the opportunity to provide feedback on the comprehensive review report prepared by MCT Consulting and M+CG. As a founding member of the Construction Science Industry Advisory Council (CIAC), Bartlett Cocke General Contractors has continuously supported and been involved with the Department since its inception in 1998-1999. We help the Department by providing input into the curriculum, providing student internships and faculty industry residency opportunities, funding of several endowed scholarships, and judging Capstone projects. In fact, 70-80% of our new college graduate employees come from the Construction Science Department at Texas A&M. Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning and specifically with moving the COSC Department to the College of Engineering is of concern as it could prove detrimental to the Construction Science Program and building construction industry. Specific areas of concern include:

- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects and not by Civil, Mechanical or Electrical Engineers.
- Potential impact to the type and character of students we recruit – if admission requirements for COSC students are aligned with engineering students, there is a possibility that we may lose “blue collar,” “1st generation,” and “make it happen” students.
- CIAC’s influence may be scaled back. For the last two plus decades, the CIAC has provided input to the Department to adapt and adjust to the ever-changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC’s influence on the Department, while some universities with Construction Science Departments located within the College of Engineering have strictly limited the involvement of CIAC.
- The CIAC and its members support the Department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best Construction Science faculty members are former industry members who do not hold Doctoral Degrees. There is concern that the College of Engineering may modify faculty requirements to have a higher academic tenure and focus more on research capabilities rather than extensive industry experience.
- The Program is accredited by the American Council for Construction Education (ACCE) that requires a diverse curriculum of engineering and business versus ABET requirements with extensive engineering design, sciences and math. There is a concern that the College of Engineering may push to move the accreditation from ACCE to ABET for convenience and it will not necessarily improve the Program.

Thank you again for the opportunity to provide our feedback and we look forward to hearing the final results and decisions concerning the academic realignment.

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It is our position as the Landscape Architecture Professional Advisory Board that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding

of this connection be sought out by the University and its consultants before moving on any recommendation.

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Support Department of Journalism. Support Bush School expansion.

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I am a graduate of the TAMU Engineering Technology program and a founding member of the Construction Science Industry Advisory Council (CIAC). My employer, [REDACTED] has continuously supported and been involved with the Department since its inception in 1998-1999. We help the Department by providing input into the curriculum, providing student internships and faculty industry residency opportunities, funding of several endowed scholarships, and judging Capstone projects. In fact, 70-80% of our new college graduate employees come from the Construction Science Department at Texas A&M. Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning and specifically with moving the COSC Department to the College of Engineering is of concern as it could prove detrimental to the Construction Science Program and building construction industry. Specific areas of concern include:

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- The Program is accredited by the American Council for Construction Education (ACCE) that requires a diverse curriculum of engineering and business versus ABET accreditation requirements with extensive engineering design, sciences and math. There is a concern that the College of Engineering may push to move the accreditation from ACCE to ABET for convenience and I believe this negatively affect the program and the commercial construction industry.

Thank you again for the opportunity to provide our feedback and I look forward to hearing the final results and decisions concerning the academic realignment recommendations .

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I believe the decision to create a College of Arts and Sciences is a good one. At every top research university I've been associated with (Michigan, NYU, Harvard, Princeton) a College of Arts and Science focused on the creation and dissemination of knowledge has been the heart and soul of the university. It has long been my hope that the humanities and social and natural sciences could be united and elevated in a similar college here at A&M. Key to the success of this endeavor is the recognition that all three of these groups have an important roll to play at a top research university. I believe the College of Liberal Arts had a crucial role to play at A&M because the disciplines that comprised it share a common purpose: explaining human behavior and exploring what it means to be human. The advance of knowledge about the natural world and technological innovation based on that knowledge are activities conducted by humans. As a result, such efforts will be inefficient and mis-directed if they are not informed by the latest research on human behavior and human consciousness. This vital research roll for the humanities and social sciences has traditionally been obscured by an emphasis that the humanities play in our teaching mission. While it is important for students to understand the historical role the humanities have played, at a research university the humanities should work hand in hand with the social sciences to expand the frontiers of knowledge about human beings. Consequently, we need a “humanities for the 21st century” that leverages recent advances in the understanding to human nature, rather than being focused exclusively on thinkers from the remote past. The impact of the natural sciences and engineering will be inhibited if this is not the case. The decision to merge the Bush School with the Department of Political Science in contrast, is surprising and, perhaps, odd. First, the report’s suggestion that there is significant overlap in the area study is at best questionable, at worst, wrong. Political science is the study of power. The Bush school trains policymakers and public servants. While it is true that policymakers and public servants wield power, so do business owners, labor union leaders, church pastors, and consulting firm employees. Political science graduate students are as likely to get jobs as data scientists or consultants as they are to enter public service. Further, the political science department has a nationally and internationally (number 13 in the world according to the most recent Shanghai rankings) recognized Ph.D. program that is built on the research productivity of its faculty and its ability train and place graduate students at top

research universities. While approximately 1/3 of the tenured faculty at the Bush School have Ph.D.'s in political science none of them have joint appointments in the political science because the kind of work they do is fundamentally different. Further, and contra the report, there is no reason to believe that a merger will result in expanded enrollment, rather, it will result in the student credit hours generated by the Political Science Department being credited to the Bush School rather than the College of Liberal Art or the proposed College of Arts and Sciences. This is an accounting decision. If there is a reason for every unit in the university to have a balanced budget (but I can't imagine why resource transfers can't occur between colleges and schools), then it might make sense for the surplus created by the political science department to be redirected in this way, but it should not be confused with an attempt to increase enrollments. It is also not clear what benefit this creates for Political Science. That said, if it serves the interest of the university that Political Science's many contributions to our university (including but not limited to a top tier Ph.D. program, the delivery of required core curriculum undergraduate classes taken by students across the university, and a rigorous and popular Bachelors of Science degree) be made within the administrative structure of the Bush School rather than the more natural location of the College of Arts and Sciences, then my faculty appears willing to do that. Our concern, however, is that we are permitted to continue to do the things we value and are excellent at: basic (as opposed to the applied work typically found in policy schools), quantitative research on political behavior and political institutions, training and placing graduate students, and teaching large numbers of graduate students how to use advanced analytical tools to evaluate the truth claims made by politicians, journalists, and other commentators on politics (including policy school faculty). We feel strongly that our ability to do these things effectively while maintaining tenure standards depends crucially on our remaining a distinct department that controls the hiring and mentoring of its own faculty, the recruitment and placement of graduate students, and the development and delivery of its own curriculum. Any change that inhibits our ability to perform these core tasks will threaten the stature of the most successful Ph.D. program to have ever existed in the humanities or social sciences at Texas A&M, make it difficult to attract and retain a world-class faculty, and leave those who remain dispirited and alienated. Needless, to say, this would also be a disservice to the thousands of students we currently serve. We believe maintaining this independence and performing these functions is possible in Bush School comprised of the Department of Political Science, the Department of International Affairs, and the Department of Public Service and Administration, and, hopefully, the Department of Economics as long as the leadership of the Bush School recognizes and rewards the distinct mission and contributions of the Departments of Political Science and Economics. Any attempt to blur the distinction between what these separate departments do will lead to a rapid diminution in the quality of the political science faculty.

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As a parent of a College of Geoscience graduate, a college of Engineering upcoming graduate and an entering freshman in the college of education and human development, I witnessed how different the experience was for each student. The smaller college within the larger university allows development of personal relationships and a sense of community within the larger community. This is an advantage Texas A&M has over other large universities.

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I strongly believe that college of Geosciences should stay independent and that Arts and Science should also be separate. Lumping these 3 together makes no sense.

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Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences. As the [REDACTED], I want to provide the following feedback and information about the Libraries which was missing in the report: TAMU Libraries ranks #18 (out of 116) in Academic Research Libraries (ARL); #8 in public academic libraries. The University Libraries is an academic, interdisciplinary college, consisting of six libraries, 85 faculty librarians, 150+ staff, and 180+ student workers, who work with every department and college on campus. The University Press which reports to the University Libraries is also interdisciplinary in their publications, creating a perfect partnership that reflects the organizational structure of an increasing number of university presses that are located under libraries. We have faculty librarians who have specialized knowledge, education, and experience for each discipline represented on campus. These faculty provide inclusive services to all 73,000+ students and 10,000+ faculty and staff on campus in addition to Canyon, HSC Houston, Kingsville, McAllen, Round Rock, and Temple. All of our peer institutions (20), as well as Tier Research 1 universities (131), ARL (116), and most land-grant distinction universities (85) have a centralized library with a dean or university librarian/vice provost who reports directly to the Provost. The report emphasizes that the mission of the provost is the leader of academic excellence. The Libraries is a leader and contributor to academic excellence in every service, initiative, and program that we offer. Three examples: (1) The University Libraries faculty developed a program to advance the adoption, adaptation, and creation of Open Educational Resources (OERs) on campus to enhance student access to higher education and student academic success. To date, the University Libraries have supported faculty use of OERs in

11 courses at Texas A&M that have served over 45,000 students and contributed to over 2.2 million dollars in student savings. In the fall semester of 2021, we reached a new milestone with 10,000 students enrolled in OER-enhanced courses. Our collaboration with the Provost's Office EDGE program has directly improved student success in important gatekeeper courses. (2) University Libraries faculty contribute to graduate education success in both classroom and extracurricular settings including providing the technology and support so that electronic theses and dissertations (ETDs) are discoverable, accessible, and preserved. Our institutional repository curates 44752 ETDs and 2130 Undergraduate Research Capstone Reports that have been accessed more than 2.1 million times by people around the world. (3) In FY19 (services in FY20 were affected by COVID), the University Libraries provided approximately 97,000 reference questions and research consultations. The Libraries is committed to the academic excellence mission. I am interested in working with the Provost office and the University Administration to continue to expand the Libraries role in this mission and to serve the entire campus community. The University Libraries is a champion for information literacy and appreciate that this was identified within the report. Undergraduate and professional program requirements are laid out very carefully throughout the campus departments and there is little to no room to add a course that would be seen as an elective. To be effective and impactful, the information literacy courses need to be embedded into the major's curriculum. The Libraries have discipline-specific librarians with expertise on how to embed discipline-specific information literacy and research methodology course needs within any degree program on campus. This model would be highly effective towards student success. We currently average over 800 information literacy sessions a year to almost 18,000 students. We have had success with this on a small scale (including the medical sciences profession programs) but we would like to engage with University Administration on how to continue this growth as fully adapting this model will require additional faculty for the libraries due to the growing number of students on campus. The Libraries actively seek out partnerships with departments and organizations on campus to lead and contribute to the academic success of students and faculty research. The Writing Center, with offices located in two of our library locations, has been a long-standing partner. In addition to providing their services within our spaces, we actively collaborate to provide joint outreach and instructional programming. We have partnered with over 40 different non-college affiliated groups and departments on campus. I am very interested in identifying future partnerships with guidance from University Administration. I am interested in discussing and exploring the possibility of putting the proposed natural history museum under the University Libraries. Objects are information. The Libraries has the expertise and the understanding of how to teach about, catalog, exhibit, preserve, store, and manage these types of collections. There will be a need for providing additional resources to this and we would not be able to manage the museum with just our current personnel and budget; however, the understanding and expertise on what is needed lies within the Libraries. I think there could be exciting opportunities for putting the museum under an academic, interdisciplinary college like the libraries in terms of education, programming, student internships, and collaborations. This museum could be used to expand the academic mission of the university rather than it being just a cultural attraction. It can be both. Learning Commons models can offer positive relationships but due to space limitations in our buildings, we are unable to incorporate every group who has an interest. It is clear through our many different feedback-gathering models that students want study space in the Libraries as we are an interdisciplinary and neutral space for them to focus and learn. In the fall of 2021, our occupancy count for each building is higher than we have ever seen and we currently do not have enough space to meet the student demand let alone carve out space for a learning commons. A total of 800,591 users have visited our library buildings between August 30 and November 1, 2021. We typically see consistent numbers of daily occupancy between 2,700 and 12,000 in our buildings. The Libraries has many ideas for collaborative spaces focusing on student success including an interdisciplinary incubator space similar to the University of Minnesota. The Libraries has proposed several different building requests over the past decade to the previous University Administration only to be told it was not a priority. I am excited to see learning spaces in the report and would like to engage further with University Administration on how we can continue to support student needs and spaces. The University Libraries is interdisciplinary and that is core to our mission. By moving a centralized library under the proposed College of Arts and Sciences, it would appear that the University Libraries is only supporting the College of Arts and Sciences. This placement could cause issues with resource allocation, meeting the information literacy needs of each department, disengagement with non-College of Arts and Sciences faculty, and, more importantly, accreditation. Each accreditation body requires a statement on the resources provided by the Libraries. We provided library support letters as well as ensured that our resources, initiatives, and programming are tailored to accommodate the needs for new degree programs. Since 2015, we have covered the needs of 36 new degree programs from each college on campus as well as TAMU Galveston and The Bush School of Government and Public Services programs in Washington D.C. We

have also provided resources and narratives to ensure that accreditation needs are met by the libraries. We contributed narratives for SACSCOC, ICU, AVMA, LCME, ABET, CCNE, CEPH, to name a few. The Libraries interdisciplinary resources include 1,026 paid databases, 5,993,280 print volumes and ebooks, and 280,292 print and ejournal titles. The AAUP and ACRL (Association of College & Research Libraries) have created a joint statement that supports the role of librarians as faculty without the requirement to teach credit-bearing courses. The University Libraries faculty are information experts, professionals, and scholars who specialize in the teaching, learning, research, discovery, preservation, curation, creation, scholarship, acquisitions, and management of information in every form available through print and digital means. A 2012 study of publication patterns of U.S. Academic Librarians and Libraries reported that TAMU Libraries faculty members ranked #3 in research and publication output. Libraries faculty aim to serve all 73,000+ students and 10,000+ faculty and staff. Over the course of FY18-FY21, the faculty librarians taught (via various forms) over 137,595 students in 4,000 instruction sessions. We have a total of 85 faculty members in the Libraries in various roles and specializations. Delegating our faculty to one department whose primary function is to create degree programs with an information science emphasis would significantly impact our ability as faculty librarians to support the university's core research and teaching mission by way of all the other programs, initiatives, and services we currently provide to students, faculty, and staff. University of Texas' School of Information or ISchool was founded in 1948 and currently ranks as #5 in U.S. News Best Library and Information Studies Programs. Last week, the Dean of the ISchool stated that their fall 2021 semester enrollment is just over 170 students, masters students and just over 12 PhD students. This is after 73 years of the school's existence. It is hard to understand justifying the effectiveness of moving any of the University Libraries 85 faculty who are impacting over 83,000 individuals at just the College Station campus through teaching, outreach, programs, and initiatives to teach credit-bearing courses to less than 200 students. In addition to the UT program (which they are developing an undergraduate major in information science as well), there are 2 other ALA (American Librarian Association) accredited library and information schools in the state of Texas which provide master's degrees. There is one non-ALA accredited online master's degree focusing on school librarianship at Sam Houston State University. Texas Tech University recently tried to create a school of information but eventually scrapped the plans. Most of our initiatives and programs are innovations of our faculty. These faculty create, collaborate, and oversee the program operations. Pivoting their focus to teaching credit-bearing courses will create significant holes in our ability to work with students and faculty; in particular, OERS, digital scholarship, data management planning, Scholars@TAMU, the digital library, copyright workshops, systematic review, in-depth reference transaction, and Get It For Me, to name a few, are resources we would struggle to offer but are highly requested and used on campus. Many faculty, staff, students, and donors have commented to me that the parts of the MGT report pertaining to the Libraries seem like afterthoughts and were most likely written without the expertise needed for a thorough assessment. One example of this is MGT only providing half of the information about the University of Oklahoma program, where the associate dean for the information science program reports through the Dean of Arts and Sciences; however, the Libraries reports through a Dean who then reports to the Provost. This organization is standard for universities with library science programs - the library has its own set of faculty and the library science program has a separate set of faculty because these are separate entities with different missions. The report states that moving the Libraries under the College of Arts and Sciences would provide an academic department home. The University Libraries is an exceptional academic home for our faculty librarians. Our organization provides the support, common understanding of each other's work, and a singular mission and vision that places us as an indispensable hub of learning, research, and creation. There is no other college or department on campus that operates like the University Libraries or provides the level of internal and external collaborations to support the university's mission and strategic initiatives. This organizational culture is critical in understanding the requirements for the promotion and tenure of our faculty. The University Libraries has been working on a new strategic plan. We have identified three primary strategic priorities that I believe are reflected in the MGT report and TAMU values: Advance Student Success, Partner in Innovative Research, Cultivate a Dynamic Library Organization. As the Libraries continue to finalize our strategic planning, we are also starting the foundation for a space strategic plan. As part of the space planning, we are creating Building Modeling Plans for the Libraries that we hope to be used as an example of recording, curating, and utilizing facility related data in an innovative way. These plans will also allow us to assess and review our library spaces with user needs as the top priority. The Libraries has an understanding of what University Administration values in the larger organization and mission of TAMU. Using the two University Libraries strategic plans and using the MGT report, I suggest that rather than moving forward with the MGT report recommendations for the Libraries, that the Libraries contract with a consulting firm that specializes in library assessment and planning. Together, the Libraries and the University Administration can work to continue supporting the

academic excellence of our students and the research needs of our faculty.

Finding #5 To begin, I feel as though much of the thought on realignment of the department of Biology is problematic. I have many issues with how the reported “underperformance” and other metrics were determined, seeing as there is no data provided, but I feel as though others have made that point known. From the perspective of a first year biology PhD, I have two main arguments. 1. Recruitment The department of biology here at TAMU, both at the undergraduate and research level are both excellent in terms of performance and outreach. To put this simply, I would have been significantly less likely to join a department where biology is considered to be in the college of Agriculture, both in my undergraduate and graduate searches. My undergraduate degree was in Molecular Biology and Biochemistry from the college of Arts and Sciences, which felt right. Arts and sciences are combined by their aim at the ideal of knowledge, not at the level of application. Combining biology with agriculture would weaken the image of the department and our chances of recruitment at all levels by associating a high ideals science with application based science. 2. Scientific Environment The department of Biology, as it stands, is a fantastic tool to bring about diverse knowledge. As it stands, we receive seminars and work with fellow researchers/professors that range from microbiology to circadian clocks to animal migration, all higher ideal sciences, which allow each person to expand themselves as an individual of science. At the undergraduate level, there is a high level of expectation for the students, a level that the department places on their students exceeding that of BMS and other biology adjacent departments. By altering this, especially by combining these, we are effectively diluting the quality of education received and the harming the scientific environment. These changes are unlikely to provide any major benefit to the learning environment, and have the potential to severely impact the way this department is viewed by external organizations, such as grad schools, medical schools, and positions in academia and industry. I hope to have made a cogent argument above. I have enjoyed my short time in this department and see it as the best scientific environment I have had the pleasure to be a part of. I ask of you to consider the arguments of myself and my peers, allowing these to guide you into making the logical choice. Best, [REDACTED]

As a high school senior I ultimately decided not to attend TAMU (even though I was admitted) because of the lack of journalism program (in 2007). I think adding that department would be a vital addition to TAMU's portfolio.

1) suggest we ( the greater ‘we’ ) remind ourselves of A&M’s mission as a Land Grant institution. 2) recognizing A&M as a Land Grant institution i question the focus on growing the Liberal Arts/Science curriculum. IMO, the effort and financial burden to grow Liberal Arts/Science should be redirected towards what A&M’s Land Grant mission....to focus on Agriculture Science and Engineering curriculums. Unlike these two areas there are plenty of other state funded universities that fill the need for Liberal Arts/Science education. 3) while A&M has been focusing on growing ‘non Land Grant’ curriculums, we’ve lost our edge in Veterinarian sciences allowing Texas Tech to become a very active Veterinarian teaching institution....especially in the area of large animals. A&M’s vet school is becoming known as ‘Poodle U’. 4) regarding the transfer of the Construction Science Department to the College of Engineering....very disconcerting for many reasons. A&M’s Construction Science program is absolutely the leading program in the country. Most Engineering students and grads that I’ve known consider the Construction Science program ‘inferior’ to any Engineering curriculum. It is not a stretch to accept that same attitude extends to the Engineering faculty. Then there is the issue of Construction Science classes and students that are focused on the ‘non industrial’ sectors ( commercial construction, home construction, etc ) opposed to those classes and students focused on industrial sectors ( oil/gas, refineries/chemical facilities, power plants, ‘green’ programs, etc.). The element of COSCI that is focused on commercial and home building may be tied closer to the College of Architecture while the element focused on industrial sectors may be tied closer to Engineering. Either way, the feed-back i have received from many former and current COSCI students is that...a) they probably would not have entered the course had it been housed under Engineering and b) the COSCI program will most likely disappear if moved to Engineering. Another question...how will COSCI customers accept that move? I strongly suggest much more consideration, discussions, studying is required before that move is executed.

As a retired TAMU: tenured faculty member; masters program coordinator; endowed professor; research center associate director, University Grievance Committee chair, faculty senator & College of Architecture faculty senate caucus leader, I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

Dear Texas A&M University President Dr. Kathy Banks, The TEXO Board of Directors respectfully submits this letter in response to Recommendation 9C (beginning on page 40) under Academic Realignment, to relocate the Department of Construction Science from the College of Architecture to the College of Engineering. TEXO is a joint chapter of



Associated General Contractors and Associated Builders and Contractors and the only joint chapter in the country. We serve over 230 construction company members in the Dallas / Fort Worth region and are one of the largest chapters in the country for both associations. Our membership is comprised of both Construction Management firms (GC's) and Subcontractors/Specialty Contractors. TEXO represents both phases of commercial construction delivery, a far broader market than typical AGC and ABC chapters who are GC only. Both groups actively pursue and hire from Texas A&M. Our members revenue in the Dallas / Fort Worth region are over \$18 billion and perform 80% of the commercial construction projects in the region. Within our membership we are proud of the quantity and quality of our A&M Construction Science graduates. Our membership, especially graduates of the A&M Construction Science program, have expressed concerns over this recommendation. Below are the three main concerns:

- Future Acquisition of Talent – The Construction Science Program currently has prominence and emphasis in the vertical construction industry. In the recent period reported by the department, over 85% of the students went to work for building construction related firms in the commercial (63%) and residential (23%) industries. If the department were moved to the College of Engineering, the building construction industry would be “competing” with a much larger variety of unrelated industries for hiring future graduates. This could place our industry in a challenging recruiting position at a time when our workforce is already diminished and strained.
- Academic Emphasis – At other universities where their construction management program is housed in engineering colleges, the curriculum is vastly different than that of what the A&M Construction Science program possesses today. Much of the curriculum in engineering colleges lack key elements that have been developed in Texas A&M's current curriculum specifically for the commercial and residential building construction industry. The Construction Industry Advisory Council (CIAC), which many of our TEXO members participate in, has played a vital role in shaping the nationally renowned program through curriculum development for over two decades.
- Interdisciplinary Collaboration with Architects – In the commercial building construction industry, architects are the primary hub for the design team. Moving the program's students out of the College of Architecture would distance them from their design partners in architecture, creating an inconsistent environment than what they will encounter as they enter the industry. This collaboration is already challenging to implement in the higher education model and would be significantly diminished if this move were implemented. We are open to discussing any of these items in further detail if needed. Please do not hesitate to contact [REDACTED]

[REDACTED] Thank you for your consideration.

I do not support the concept of the Construction Science Program moving from the Architecture to the Engineering College. Having been in the commercial construction industry now for 48 years and being the AGC Chairman of the robust AIA/AGC Joint Committee in Houston for the last 35 years, I have learned to appreciate the vast differences in cultures between the architectural and engineering industries. Engineers do not design or play a role in a complete building design, architects do. Engineer's typically do not often engage directly with prospective or actual building owners, architects do. Construction professionals typically do not engage significantly with the engineering industry but they do daily with the architectural industry. Engineers often are not trained to be the communicators that architects are. One of the architects main roles is to work with contractors and help the prospective client dream about the possibilities of what could be. Engineers typically do not engage in dreaming; they facilitate in how to design to achieve the dream created by others. Contractors and architects are best paired together as soon as possible, in college, to begin their appreciation and collaboration with each other. This early collaboration development is critical to their growth and future success of both industries and the industries they will serve. To place the Construction Science program within the Engineering College would be like trying to mix oil and water, both critical to many aspects of industry, but with different personalities, career goals, skill sets and dreams. I request the Construction Science program continue to be mated to the College of Architecture, where it belongs. Thank you.

Recommendation #9c: Refocus the College of Architecture It is our position as the Landscape Architecture Professional Advisory Board that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation. Knowledge of Building Construction/Construction Science is an important part of being a successful designer, whether landscape architecture or architecture. When our office hires new landscape architecture graduates from TAMU, we know they have some background in the technical knowledge to

support their design ideas. Both Landscape Architecture and Architecture have moved very quickly into 3D design and soon, Virtual Reality. There is a significant creative synergy between Visualization and The College of Architecture. It is important that the Construction Sciences majors have exposure to design. A great design is lost in the field if the construction managers do not recognize design goals and know how to work with design professionals. Moving CS to Engineering vs. keeping it in the College of Architecture will cause the students to be 'engineering focused' and dilute that understanding of the importance of design and the relationship with designers that is so important in the built environment. In my experience I have seen students shift between these majors and/or take courses across majors in these other college departments. Gathering statistic on this interaction between majors and coursework within the College of Architecture seems key to recommending the realignment proposed. In your Finding #1 you speak of realignment to make stronger colleges. The suggested realignment would leave the College of Architecture with a current enrollment of around only 1000 students. This would weaken the college from the standpoint of attracting both undergraduate and graduate students as well as making it comparatively small, and with less of a voice, in terms of other colleges within the university as a whole. You propose new facilities for Visualization and the College of Architecture. It seems one facility to support these together would be a better use of funding.

As a member of the Construction Industry Advisory Council (CIAC) for almost 20 years and [REDACTED], I have a particular interest in Recommendation and Rationale #9C for relocating the Department of Construction Science to the College of Engineering. As acknowledged in the MGT report, Texas A&M's Construction Science Department is nationally recognized as a top program by the construction industry, which is congruent with the department's final report from their 2017 American Council for Construction Education (ACCE) accreditation. I personally had the privilege of representing the industry in this accreditation. The ACCE's final report noted top strengths beyond the curriculum including knowledgeable faculty and partnership with the Construction Industry Advisory Council (CIAC). One of the central purposes of the CIAC is to support and advance the Construction Science Department in teaching, service, and research, and for over 20 years the CIAC has served its purpose. The CIAC continuously works alongside faculty and students to facilitate changes to improve the construction science program. Our combined efforts have not only led to this program being ranked a top program in the nation, but also a pillar for producing both the current and next generation of leaders in the Texas construction industry. The construction industry's commitment to and investment in the program stems largely from its dependence on the Construction Science Department to provide uniquely qualified construction science graduates. The industry relies on the program to provide education in leadership, business, and distinct to this major, general commercial and residential construction knowledge and skills. The "real world" commercial and residential construction industry has a symbiotic relationship with architects and designers, and as construction becomes more complex, the importance of this business relationship and early development of mutual understanding further increases. After review of the Recommendation and Rationale #9c, it is my view that the loss of educational experience associated with a move to the College of Engineering would be very disadvantageous to students compared to a potential benefit of efficiency referenced in the report. As the [REDACTED] of the Construction Industry Advisory Council, I would be interested in being part of any conversation focused on opportunities to advance and support the Department of Construction Science for the benefit of Texas A&M and the construction industry.

You need to leave everything where it already is. Geosciences does not need to go under "Sciences" and SCIENCE DEFINITELY SHOULD NOT BE COMBINED WITH LIBERAL ARTS — Unless you're actually TRYING to devalue every science degree. Some liberal came up with this malarkey to try to add value to their innately-feeble degree. It won't do that though — it will WEAKEN EVERYONE ELSE'S DEGREES. DO NOT DO THIS UNLESS YOU WANT TO END UP SOME FOURTH-RATE SCHOOL.

What effect will this realignment have on our status as a highly ranked library?

To the professional community, the decision to realign the School of Meteorology seems irrational and potentially agenda-driven. My career and company are products of the Texas energy industry. For the past 25 years I have worked for a energy related Fortune 500 companies that rely on the intelligence and science of some of the most talented meteorologists in the country. The professional community frequently relies on the College of Geosciences for generating the best geologists, meteorologist, environmental scientists and GIS professionals. Heretofore, we have always placed TAMU graduates at the forefront of consideration along with graduates from Oklahoma, Michigan and Rutgers among others. There are limited positions and ample supply so we enjoy an esteemed stable of candidates. This decision to dilute the TAMU Meteorology major to Arts and Sciences forces us to reevaluate the placement of TAMU

candidates. We honestly do not grasp the logic of altering such a highly ranked school. We strongly encourage you to reconsider this shift which will most certainly negatively impact the integrity and reputation of the School of Atmospheric Sciences.

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Recommendation 9C (beginning on page 40) under Academic Realignment. Recommendation to relocate the Department of Construction Science from the College of Architecture to the College of Engineering. This is NOT a good recommendation. Several areas of concern.

- Future Acquisition of Talent – The Construction Science Program currently focuses heavily to the building construction industry, as opposed to civil, highway or industrial. We understand over 85% of the students went to work for building construction related firms. WE CURRENTLY EMPLOY 32 INTERNS. If the department were moved to the College of Engineering, the building construction industry would be competing with a much larger variety of industries. This could place our industry in a challenging recruiting position at a time when our workforce is already diminished and strained.
- Academic Emphasis – Other universities where their construction management program is housed in engineering colleges, the curriculum is vastly different than that of what our program possesses today. Much of the curriculum in engineering colleges lacks key elements that have been developed in Texas A&M's current curriculum specifically for the building construction industry.
- Interdisciplinary Collaboration with Architects – In the commercial building construction industry, architects are the primary hub for the design team, not engineers. Moving our students out of the College of Architecture would distance them from students in architecture creating an inconsistent environment than what exists in our industry. This collaboration is already challenging to implement in the higher education model and would be worsened if this move were implemented. Very concerned about the recommendation.

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I am extremely disappointed in these proposals all around because they make no academic sense whatsoever but I'll stick to how it relates to Geoscience in this case. The College of Geoscience is an incredibly well-organized system with excellent advising, programs, relationships and much more. The group who conducted this study must not know a thing about this college or would NEVER have recommended it be combined with Liberal arts. What a slap in the face to all the progress Geoscience has made over the years!!! Geoscience is 100% Technology and Science driven and is the future of our planet! A&M would completely undermine the importance of this entire program by putting it in Liberal Arts! It's almost a joke just to even think A&M would consider this. Students in this college did not choose an ARTS degree! They chose a SCIENCE degree and work hard for it every single day. If you are so concerned about your Liberal arts college, then offer more arts programs and leave the SCIENCE out of it. Another valuable point is bigger isn't always better. Look at Engineering. I hear continuous complaints about large classes, non existent advising, lack of personal relationships, lack of communication, and more. This is what you want for the College of Geoscience? You want to shove it into a larger college just so Arts can look better? My students receive some of the best advising I could hope for in Geosciences. Allison does an incredible job getting to know the students and their academic plans and I believe that is partly due to the size of the college. These students get one on one advising that I know other students can only wish for! Why take that away?

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It is our position as the Landscape Architecture Professional Advisory Board that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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██████████, I am writing as a representative of the media, specifically as publisher of Newsday, and as a friend and alumni of journalism at Texas A&M University. I support your proposal to direct resources to journalism through a renamed/rebranded Department of Communication and Journalism, with the long-term goal of founding a TAMU School of Communication that will house a future Department of Journalism. Your department has been an important and supportive home for journalism, collaboration with the living laboratory that is The Battalion, and the growth of the degree and training of the next generation of journalists. ██████████

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I am concerned about the plan to restructure the dance departments placement within a new college on campus. While I love the idea of combining the colleges of arts and sciences, my main concern to doing this is the uniqueness of the degree program. I do not want to loose the Dance Science degree. My daughter could have attended many dance departments across the nation and chose to come to A&M for this specific degree. There are only so many offered across the nation. A dance science degree is not a normal dance degree. This degree focuses on more of a sports science based education rather than an art degree. This specific program is unique and perfect for A&M's campus. My daughter

will walk away with the knowledge of how to prevent injuries not only with herself, but her future students as well. She will not have a BA in dance, she will have a BS in science and kinesiology. If you choose to move her degree college, please do not change the degree! This department has worked hard to get this program to where it is and the reputation it has within the dance community. The science and Kinesiology within this degree is what makes it so special. Yes, I know this will not effect my daughter. She will have graduated by the time the restructuring begins, but I worry for those students behind her who wanted this type of degree that might lose this chance at attending A&M who is known for not being like every other University. I am also concerned for the other science degree plans that are proposed to move to this college as well.

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Re: Relocation of the Visualization department to the newly created College of Visual and Performing Arts. My daughter is a freshman in the Visualization department. I have concerns that while expanded art opportunities sound promising, that several of the things that attracted her to the program will also change. Specifically, the focus on technology, math, programming that results in a Bachelor of Science. I believe that the BS degree sets A&M's program apart with increased job marketing opportunities. Will existing students be grandfathered into the existing program of study? Also, she enjoys getting to participate in "big university traditions" but still having her small, selective niche.

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The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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TAMU Meteorology is ranked #2 in the nation, behind Penn State, college of earth and mineral sciences. #3 is OU Meteorology, College of Atmospheric and Geographic Science. MGT uses University of Michigan and Rutgers as examples. University of Michigan's BS meteorology is college of engineering. Rutgers BS is school of environmental and biological studies. TAMU is hurting our graduates by accepting this recommendation. MGT has recommended the opposite for the past 4 biannual reports. Downgrading Geosciences and Meteorology to college of arts and sciences contradicts TAMU's core values. Downgrading Meteorology to College of Arts and Sciences is insulting to the rigor of the program. The only acceptable restructure is to move to College of Engineering, as Univ Michigan (as MGT uses as their example).

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Dear President Banks, The MGT Report presents exciting opportunities for Journalism. TAMU journalism in a renamed/rebranded Department of Communication & Journalism, with a longer-term goal of situating a new Department of Journalism in an eventual new School of Communication is a worthy goal. COMM is rebranding our B.A. and B.S. degrees in "Telecommunication and Media Studies" with the new name "Journalism and Media Studies," starting fall 2022. Both degrees can also be paired to a 3+2 Master's degree. Journalism degrees almost doubled in the last three years under the Department of Communication. One measure of success is the impressive number of 2020 and 2021 Associated College Press Awards garnered by our journalism students. Another is the innovative collaboration with UT's Student Media creating new revenue for A&M Student Media, which in turn gives more students more opportunities to practice their craft and make important contributions to the entire community. We welcome expanded opportunities to include journalism courses in other degrees for an educated citizenry, for paid internships with Athletics, MarComm and others for practicum areas of the degree, and for specialization in areas like health, science, and data reporting, but here I must insert a caveat. Although media is a business, journalism is not. Advertising and Editorial have always been "Church and State" and ethically they must remain so. Reporters must be free and independent to report honestly on topics, situations and people without pressure or fear of reprisal from the business side. This argues strongly for Journalism, and its outlets in The Battalion and KAMU, to stay with COMM rather than have any direct ties with, or oversight by, MarComm. The MGT Report rightly states "media literacy and communication skills are key for students to develop and implement in any career." So are the needs for science literacy and grounding in the humanities and ethics. The Department of Communication and Journalism will have greater capacities to provide such multifaceted education to our journalism students and will flow nicely into a future School of Communication and

1. Why the drastic change? It seems driven by obscure incentive. A&M is respected, as is. So why the HUGE changes? It doesn't make sense. 2. My son is Meteorology Geoscience Major. He decided on A&M because of the strong reputation of the program. Suggesting to change it to Arts and Sciences is unreasonable and absurd? 3. Rutgers Meteor is ranked #29. MGT is suggesting that our #2 program follow a #29 lead??? 4. IF you move Meteorology it should be in College of Engineering, as the degree requires massive amount of engineering courses. And many other STRONG, highly ranked and respected Meteor programs are College of Engineering Programs. 5. Construction Science is NOT engineering. Keep in Architect college. 6. MGT has consistently recommending the opposite for Meteorology the past 4 reports. 7. Is anyone making this decision watching the news about Climate Change? A&M should be leading and maintaining a strong Geoscience Meteorology program. This proposal is doing the opposite. 8. You are not being transparent for feedback. You have a LARGE click point for the report. And a small (hidden) click point for feedback.

It is our position as the Landscape Architecture Professional Advisory Board that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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As a company that typically hires 10-15 Building Construction graduates annually, I feel that making the construction department part of the engineering college is a mistake. I have been in the commercial construction business for almost 30 years and currently run an ENR top 50 commercial contracting company. As a commercial contractor, we work day in and day out with architects. The synergies learned during college only enhance that effort. We typically hire 60-80 new graduates annually from various schools across the country. Texas A&M has been our main "go to" university for recruiting. We have hired many other students with engineering degrees, but the TAMU Building construction degree, by far, produces the most well rounded students. I feel the differentiators between Texas A&M and its peers will be lost if this change is made. I would love to discuss and could give substantially more feedback outside of this format. I can be reached at [REDACTED].

My opinion on moving Construction Science Dept to the Engineering Dept. I feel moving the Construction Science Dept to the Engineering Dept will be a mistake. The move would eliminate the personal/small feel the dept has and the students strive in. They will be lost in the thousands of students in engineering. The majority of students currently in CoSci would probably not have been accepted into engineering where they could studying the field they love- construction science. After the first year of ETAM the majority of students that go into CoSci Engineering will be the students that couldn't get into the engineering major they wanted. The engineering dept will not be getting students that love/want construction science you will be getting the students whose grades didn't make the cut for their 1st or 2nd choice engineering major. I hope you consider all comments and opinions from parent and former students. Thank you for your time. [REDACTED].

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- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose “blue collar”, “1st generation” and “make it happen” students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC’s influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC’s influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

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I am opposed to Recommendation #9c to refocus the College of Architecture by removing the Departments of Visualization and Construction Science. As a practicing landscape architect, I see everyday the value in the collaborative process of design and construction. Realigning these departments erodes the creative process of design and widens the gap between the construction industry and the design professions. Aggie construction science students benefit from the connection with the architects and landscape architects who will be their colleagues. Architecture and landscape architecture benefit from exposure to the construction industry. I disagree with rationale that these realignments will allow the College to refocus on the core mission. Graduates of the College are recognized in the industry for their pragmatic understanding of the business of construction. Realignment will be detrimental to our student's standing in the industry.

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I am concerned that the implications of relocating the departments of Construction Science and Visualization is not understood well enough. Construction Science is, and has long been deeply integrated with Architecture and Landscape Architecture. A collaborative understanding of construction is essential to success in our design/building profession, and close association for students and faculty is an important part of developing that understanding. As a practicing landscape architect my firm deals with construction contractors every day and that affinity and understanding was founded in my experience within the College of Architecture. While I have less personal experience with the Visualization Dept. I appreciate the value of design communication and visualization for architecture and landscape architecture. This integrated resource is an important part of the College and its departure would diminish the whole. I encourage in-depth communication with the College to understand more fully the value of these two departments to the education of our students and the loss to our profession if they were to be relocated.

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Texas A&M has a world-class engineering and agriculture program, but A&M is not a world-class university. For A&M to become a world-class university, it will need to invest in the arts. I support the move to combine the colleges into the College of Arts and Sciences. I also support the investment in key areas of the new college, especially performing arts and journalism. Even with the new investment in performing arts, some liberal arts may feel overshadowed by the sciences because sciences require much more funding for equipment and facilities. Be sure to balance the associate deans to give adequate representation to the arts and provide adequate funding for programs in the arts.

Current construction science students are very concerned that their degree plans will be changed and this will cost them valuable time and money. These students need a guarantee that their current degree plans will be honored and grandfathered in. Also if faculty from co sci is lost due to lack of PhD preparation, you are losing the faculty that has built the program to be the nationally recognized program that it is.

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Please do not move respected majors from their respective colleges.

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I think the realignment proposals are good but question why an Institute of Biological Life Sciences is recommended rather than a Department. An Institute implies a research mission which is already managed by AgriLife research.

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"Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences." I hope that the uniqueness of the license option (MART, MARR, MARS-LO, etc) programs in Galveston does not get lost in this realignment. Bigger is not always better. Academic Advising should always be done by a professor within the department of the student's major.

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As mentioned above, I am in favor of establishing a School of Visual and Performing Arts as this will enhance the ability of TAMU to provide a better fine arts program. I have very mixed feelings, however, about the suggestion to merge the College of Fine Arts, Geosciences, and most of Science into a large College of Arts and Sciences. Just because everyone else does it is not a particularly valid reason for such a change, and according to the report, 7 of the 19 universities cited as peer institutions do not have such a system. Several other small colleges are being left alone - Law, the Mays Business School, the Bush School, and Architecture, as well as Education (at least, none of them are mentioned in the report other to switch existing departments from one college to another enhance their stature). So why make the particular change to a College of Arts and Sciences? Will it save money? Probably not, as there will still have to be sub-deans and department heads, and there will still be a need for additional staff in positions such as advising, finance, travel, etc. (I do not believe, as apparently the consultants do, that centralizing everything will always lead to increased efficiency and cost savings!). For my own college, Geosciences, one of the advantages is that we are a self-contained college that covers all the facets of environmental science. Indeed, this is a major plus when we are trying to recruit faculty and graduate students, as shown by statements from recent new faculty interviews. The Environmental Sciences and Environmental Studies courses exist essentially because we are all together in one unit. Whether it is called a college or a school is perhaps immaterial, but submerging it in a combined College, as suggested, will remove much of the allure, as we are one of very few colleges in the country dedicated to environmental matters where one can combine oceanography, atmospheric sciences, geology and geography under one roof. We have already lost student credit hours as a result of switching from an 8-hour science requirement to a 9-hour requirement. This is because of the refusal of the university to mandate a laboratory class as part of the science requirement. If we are rolled into a larger unit, we are likely to lose more students to classes in other departments, which will count against us in the biennial reporting. Additionally, we are likely to lose out financially if we are integrated into a larger college as the Dean, or whoever is the new supremo, will likely spend more time on matters other than finding outside funding for Geosciences. It is also likely that such a change will disadvantage faculty as regards tenure and promotion, at least for the first several years, as differences in existing college standards for T&P will need to be homogenized. Since members of departmental T&P committees are not allowed to serve on college T&P committees, this gives ample scope for miscarriages of justice for tenure track and other faculty.

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Dr, Banks, My name is [REDACTED] I am Class of '82 and graduate from the College of Engineering with degree in Engineering Technology - Civil Construction. I think that this degree is no longer available. I serve as Chairman and CEO for [REDACTED]. The report proposes to move the Construction Science Department from the College of Architecture to the College of Engineering. I do not agree with this proposed change. I am an executive member of the Construction Industry Advisory Council for Construction Science and I am a past president of the CIAC. During my tenure as president, I was able to travel to several parts of the country and visit with other colleges about their construction science programs and advisory councils. Even though I am a little biased, I feel pretty strongly we have one of the top, if not the best, Construction Science program in the country. I have several concerns with the



proposed move. 1. I think that there is a good mix of faculty presently. What I mean is that there are a number of former members of the industry along with other professors who teach these students. The industry experience that is passed on to the students is so invaluable. I am concerned with a move to the College of Engineering that these former members of our industry will not be allowed to teach. 2. I am concerned that there will be an impact to the curriculum. At the present time students these students receive a well rounded curriculum tailored to give the students a mix what they will see in the construction industry. This includes finance, law, accounting, communication, writing, etc. My concern is that more engineering type classes will be required. In my over 40 years in the industry, I have never used the calculus that I was required to take. As an industry, we are looking to hire those type of individuals that have that well rounded base. These type of individuals make our best employees. 3. We want to make sure that the voice that the industry carries in the Construction Science Department remains strong. As mentioned previously, our CIAC has helped our department in many ways. As you may know, we meet twice a year to hear what is going on in the department. We review curriculum and make suggestions on what we feel the students need in the way of construction knowledge. We also are very strong financially and give support in the form of scholarships and other ways to financially strengthen the department. Many leaders of our construction industry have been involved the CIAC over the years and will continue to do so for years to come. 4. We need to strengthen the collaboration with with College of Architecture and moving the department to the College of Engineering will more than likely weaken it. Now more than ever, there needs to be more working together with builders and architects and that has to start at the college level. It is much more difficult to build projects now that it was even 10 years ago. With limited and more unskilled labor available to build our projects, we must think through how buildings are designed and built. I see more design build projects in the future and that means that architects and contractors need to be joined at together for the common goal of building a great project for an owner. 5. We want to make sure that those first generation and make it happen type students will still have an opportunity to further their education at Texas A & M. At the present time, 24% of the current COSC are 1st generation minority students. As you know, the department has expanded to the Rio Grande Valley, to give those students an opportunity close to where they live. These are some of my thoughts. Like I previously mentioned, since I have a degree from the College of Engineering, I have seen both sides. I just feel that making the bond stronger between Architecture and Construction Science will be the best move for our construction industry. We are in a great time in our history and we need great Texas A & M builders, architects, and engineers to move forward with all the challenges we face. Thanks for what you do...

I am extremely disappointed that TAMU is realigning at the student expense the school Of meteorology. As a business leader who recruits from TAMU I was disheartens to find that everything I have known TAMU to stand for is not being considered in this decision. The students who are currently in the program should be able to complete with the degree plan they signed up for and invested in

meteorology may be the casualty of a war... "Finding #1 More than half of peer institutions house their schools of liberal arts and sciences in a combined college. TAMU houses its liberal arts and sciences in separate colleges." TAMU Meteorology is ranked #2 in the nation, behind Penn State, college of earth and mineral sciences. #3 is OU Meteorology, College of Atmospheric and Geographic Sciences. Those programs are not "watering down" the heavy science/engineering meteorology degree. MGT uses University of Michigan and Rutgers as examples. University of Michigan's BS meteorology is college of engineering. Rutgers BS is school of environmental and biological studies. So why the recommendation to "water down" TAMU Meteorology to a "college of arts and sciences"? TAMU is hurting our graduates. It's baffling. Big companies often try to influence these type of programs. Is a big Oil company (chevron?) behind this and TAMU is cowering? There must be a reason. It's very odd to combine liberal arts and science... However with climate change I would think meteorology is even more important. MGT has recommended the opposite for the past 4 biannual reports and are only recommending this now because President Banks asked them to include this in their report. Downgrading Geosciences and Meteorology to college of arts and sciences is not only laughable, it contradicts TAMU's core values. As Former Texas A&M President Dr. Robert Gates stated "EXCELLENCE stems from a great sense of pride in who we are and what we believe in." INTEGRITY-students CHOSE TAMU over other reputable programs and you have sucker punched them. LEADERSHIP-environment, helping our planet and predicting the future for our earth is the future. And Aggies should be LEADING in this venture. LOYALTY-watering down this program is shocking and abandoning students as they seek jobs and grad schools, competing with other REPUTABLE programs (bachelor of sciences and college of engineering). SELFLESS SERVANT-these students and professors have given much to the community. As a parent of a meteorology student, who carefully consider Penn state, I'm imploring you to maintain the educational excellence that drew him to TAMU. Downgrading Meteorology to College of Arts and Sciences is

insulting to the rigor of the program. The only acceptable restructure is to move to College of Engineering, as Univ Michigan (as MGT uses as their example).

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I think it's a bad idea to combine the arts and science into one college. A Bachelor of Arts is vastly different than a Bachelor of Science. Combining them would be a very bad idea. This will water down the science degree and ultimately damage the reputation of a bachelor of science from TAMU.

Construction science shouldn't be combined with engineering. The engineering program is tough and it's nice to have an opportunity separate from engineering for those that seek it as a first choice or those that want out of engineering. Engineering is growing too fast. The reputation is that it's not advisable to take physics 207 at A&M because the teaching is poor and the grades are too low. That is disappointing. Also disappointing that word is to avoid math 152 for same reasons. A&M should clean up engineering and stop trying to flunk out the freshman. They should clean up physics reputation. Clean up math department. Fix chemistry. They should fix problems in engineering before making program larger with construction science.

There will always be institutions that are known for specific offerings. A&M does NOT need to be ALL things to ALL people. Liberal arts degrees who struggle to find gainful employment in their fields - feel better because they are legitimized. The market decides which degrees matter, not academics. Science degrees are watered down, because resources go to liberal arts Texas A&M needs a College of Arts and Sciences like Julliard needs an engineering department. Biology findings are accurate. Centralized academic counseling to change majors is wacko. You will have advisors who won't know or understand how to guide students. I'd concentrate on why students change majors so much - solve that, and you can save the money on centralizing academic counseling.

Find professor's that 100% believe in and whom will abide by the Aggie Honor Code, students are facing enough without professor's becoming unhinged spending classroom time on politics well outside of their syllabi.

My general impression of the academic re-alignments is positive--the consultants provided well-reasoned, fact-based arguments to back their recommendations. A more robust TAMU emphasis on the humanities/arts is wise and will serve the university's non-STEM students well. Amplifying the presence/degree programs (particularly the Ph.D. recommendation) of the Bush School provides an opportunity to put the school on a path for national relevance/competitiveness. I am much less inclined to be persuaded with the recommendation to create a School of Journalism. The consultants are correct in their analysis of the grim outlook for print journalism. But I am at a loss as to how and what the rationale for a new school will contribute to this essential challenge to civil society. There seems to be little student demand (per the #s in the report) and one wonders, will a new school change this. I don't buy the argument that a School of Journalism a solution to what they (correctly) claim in their last sentence: "To aid in the

restoration of trust in media and increase engagement rates, it is key that students and the public gain a comprehensive understanding of journalistic terms, processes, and transparency practices to become more responsible consumers and producers of journalism."

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I like a more holistic review for admissions

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My comments are in reference to Recommendation #2 - the establishment of a School of Visual and Performing Arts with new departments in music, performing arts and fine arts, and the relocation of the Department of Visualization to anchor this new school. Based upon my reading of this report, it seems that the current Dance Science program will be eliminated and replaced with a BA or BFA in Dance (or possibly in performing arts). I believe this would be a mistake for TAMU to do so. There is a tremendous difference between the current Dance Science (Kinesiology) degree and a BA/BFA in Dance or Performing Arts. Many of those majoring in Dance Science do not plan for a career in dance performance, but plan on a career in physical therapy or other medical careers. In many cases, they intend to concentrate their medical specialty to work with dancers which was the rationale for a dance science degree rather than some other path to their medical career. A BA/BFA in Dance would not differentiate A&M from the vast number of other colleges and universities where students could earn such a degree. The degree in Dance Science sets A&M apart from these other institutions. For these reasons, I believe it would be a drastic mistake to eliminate the current Dance Science curriculum, if that is what is being considered. Of course, if a BA/BFA in Dance is offered in addition to the Dance Science degree, that would be perfectly acceptable.

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I have been a student in and worked in a College of Arts and Sciences Dean's Office at a different (smaller) university, I have been a student at a School in Texas A&M, and I now work at the College of Geosciences at Texas A&M. There are two primary things that struck me from the first recommendation in this section. The first was the notion that a college of arts and sciences would "heighten its stature as the home for one of the largest undergraduate curricula at TAMU." Stature and respect in academia never come from a large quantitative size (in fact the reverse is generally true...) The College of Arts and Sciences I worked at previously housed a majority of the courses and gained much of its funds and exposure from the GenEd classes that it provided for other colleges' degree programs. This did not make it prestigious; instead, the College of Arts and Sciences was the least funded and most disorganized of the entire university. There are obviously many factors that differed at my other university (it was smaller, for one), but the notion that a large college is inherently more prestigious or more well funded than a smaller college just doesn't follow logic. The second thing that struck me about this recommendation was the contrast between the need for centralization and the need for cohesion. These two things cannot be true with a college as large as the proposed Arts and Sciences at Texas A&M. Such a college would be huge, and would be spread out around numerous buildings. Furthermore, although the dream of completely cohesive administrative procedures throughout a large college is appealing, the reality is that many departments will need their own procedures to cater to their unique areas of study. A larger, broader college simply forces a larger power that can only govern in vague terms, and leaves departments with less leadership and more variance. Just to highlight my own perspective, my former College of Arts and Sciences had 27 departments, was larger than the College of Geosciences at Texas A&M (but smaller than most the others), and was located in at least a dozen buildings spread across our much smaller campus. The departments had their own processes for nearly everything, except major changes and refunding classes. The Dean's Office knew almost nothing of procedures at the department level, nor did we feel it was our place to make decisions for the departments about their fields of study, students, or curricula (our Dean, Dean of Research, and Dean of Diversity, were all chemists and veterinarians,--how could they give detailed advice to our departments of dance and journalism?). In contrast, the College of Geosciences at Texas A&M is a very small college. In the Dean's Office here there is constant communication with all of our departments, and guidance from the Dean has real, industry and academic value to the departments, because all are highly related to the College's academic interest. This College is incredibly organized and efficient. They are able to target funding to make sure students get the best possible education with the best people which creates the academic rigor Texas A&M is known for. The students enjoy resonating with their college's name and enjoy knowing their career mentors and advisors personally. Furthermore, the College can more easily advertise to students, employers, industry partners, who are interested in Geosciences specifically. I think all of this becomes much harder under the vaguer flag of "arts and sciences". Finally, as a side note, I believe the College of Geosciences is in a unique position to become increasingly relevant and sought after over the next few years. Climate change is an increasingly loud conversation in the social sciences (my undergraduate area of study), the policy making realm (my graduate area of study), and so many other areas in industry. Texas A&M is rather unique to have a college dedicated to Geosciences. Of all times, now would be the time to preserve and uphold that uniqueness

to students who are interested in their futures as it pertains to climate change and the environment. In conclusion, I would like to emphasize primarily that the smaller, topical structures in academia are a source of efficiency and strength for Texas A&M. Should a college of arts and sciences exist, it would be to the university's benefit to ensure there is still leadership and organization at smaller scales. Maybe this looks like a School of Arts, and a School of Science, or maybe it is something different, but I would urge you to find ways to keep areas of study unique and strong in their own way, otherwise you risk losing the family feel that Texas A&M is so proud of.

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You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

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Huge proponent of academic realignment. ONLY if it to benefit the student. The student is there to receive an education, not a brainwashing from some professor and their closed off view of the world.

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I have a son who is class of 22 in the Construction Science program currently housed under the College of Architecture. Graduates of this program are currently one of the most sought after commodities in the construction world. Part of this is due to the fact that they receive such individual instruction and development being housed where they are. If this program gets moved to the College of Engineering, I believe it will have a detrimental effect to those students. They will become just a number in a sea of students. I urge you strongly to not make this change!

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I think the college needs to remain separated. For starters it is already next to impossible to get into the college of engineering with excellent scores and grades. Also the college of engineering does not allow you to go into a specific major until after your first year. A&M has a very high ranking for both colleges, why rock the boat and change now.

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A&M should be a leader in environmental sustainability. The increasing importance of sustainable food systems was not evaluated. With climate change food supplies will increasingly need to change more due to weather changes and the need to reduce carbon emissions for transportation and fertilizer use. A&M is missing an opportunity to be a world leader in this area. I agree with the expansion of the Bush School in the area of education of undergraduates. The new curriculum should expand student's understanding of history in a more accurate perspective of Texas and the U.S. in terms of presenting a more well rounding understanding in the perspective of ethnic groups other than western Europeans. I agree with the creation of a visual arts department. I agree with the importance and unique niche A&M could fill.

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I disagree with moving CoSci to Engineering.

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I do not agree with the recommendation to move COSC to the engineering college. Feedback from parents and students that I have seen indicate that engineering is already struggling to meet the demands of their current majors. COSC does not resemble current engineering majors closely enough to deem following the same requirements. It's should remain in the college of arch or be made it's own college.

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I think that the academic realignment to establish a visual and performing arts school, add new departments, and grow the department of visualization is an excellent idea. My daughter has been recently admitted to TAMU BS Visualization and another school that has a BFA &MFA in Animation. A strong fine arts program is attractive to us. TAMU has an excellent visualization program. Strengthening it and expanding fine arts can only benefit TAMU and makes it more attractive to a wider range of prospective students.

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Creating bigger colleges means one thing, less responsiveness and representation of individual components....this is particularly damaging for the Liberal Arts, which needs a strong voice and presence at the university level...the combination of units also means that the new Dean can easily raid positions from Liberal Arts to build the sciences and geoscience...all of this tells us the low esteem held of the LAs at TAMU.

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Arts and Sciences could become unmanageable. Could any programs and degrees be eliminated? We have entirely too many.

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Realignment as indicated in the report would do great things for TAMU and open up many doors for program area growth as well as new degree programs. More degrees with a public service focus can be developed through the Bush School but also as BAAS degrees in areas such as; public administration, fire administration, law enforcement,

emergency management, organizational leadership, occupational safety/health, and public health. There are a wealth of system member resources in the B/CS area for TAMU to partner with and these types of programs are long since overdue.

Bringing like departments together into four main colleges will greatly streamline the academics and can only enhance the student experience at A&M. Go for it!

I am a little hesitant on giving any opinion on this matter. It is not too clear how this would affect the current students. I currently have an Aggie in the school of Liberal Arts and is already panicking as to how the changes will affect the degree plan and ultimately graduation date. If this is really necessary and changes are made, I would appreciate a clearer explanation to the students to put them at ease. Most especially to start the changes with incoming students and let the current students continue their education plan.

None

Where to start? 1) It is odd that Business wasn't mentioned at all in the "core colleges". 2) It strikes me as odd that even more departments are being added to Engineering, which many students perceive to be cumbersome and not working well. 3) Integration of Life Sciences makes sense, but I notice that not all Life Science departments (Biomechanical Engineering is one of them) are included in the idea. Also, I'm not convinced that College of Ag is the right location for the newly-constituted Institute of Biology and Life Sciences. In reality it is neither fish nor fowl, and would be best as its own independent entity or wherever the College of Science ends up. 4) The integration of Liberal Arts, Science and Geoscience is likely to cause more problems than it is proposed to solve - there is no common culture and the temperament of the faculty is extremely different between the colleges. 5) Doing something with Fine Arts is a great idea - Viz really has suffered from being under Architecture. 6) The closing of Journalism did not make sense when it happened, but, now that print Journalism is almost dead and broadcast Journalism is not exactly flourishing, I'm not convinced that resurrecting the degree makes sense.

I love the idea of a more robust and focused Arts and sciences school. Especially addition of Fine Arts. I currently work with another university in the Arts school and am surprised this has not become a bigger part of TAMU to create a well rounded curriculum.

(1) Reorganizing around the 'Big 4' ignores another big player.....Business Administration. They have become one of the largest and most recognized colleges on campus and should be recognized as such. (2) Seems like

I applaud the suggestion of moving the Biomedical Sciences Program from under the College of Vet Med. The BIMS office is poorly run and does not currently serve the needs of its students well in academic advising. The undergraduate program currently is at the behest of CVM faculty who may or may not teach the classes needed from semester to semester. The BIMS students are frustrated by it and the morale in the BIMS office is poor. This reorganization makes perfect sense and one hopes that accountability will be restored to the leadership of BIMS. The leadership of the CVM hardly knows that BIMS exists.

Strongly oppose combining colleges of liberal arts, sciences, and geosciences. MGT reasons many other Universities are doing it and the college would be bigger. TAMU is not other universities by design and THAT should be part of its branding. These individual colleges are very different in nature and size and this case having a smaller more intimate group of people can and is really serving its students well. One size fits all is not better and while it may not be PC to say, if you group sciences and geosciences with liberal arts, I believe those degrees will be devalued in the job market place. Furthermore, I do not believe the cost savings of combining the administrations of these colleges (ie. reduction in force of admin) would outweigh the complete loss of tailored support and feel of community it provides our students to have their own college and peer group. The college of geosciences has gone above and beyond for welcoming incoming freshmen, providing student academic preparation for college (GAP), get to know you events, field trips, etc. that have helped my student tremendously. I do not believe these value added services nor community can be achieved in a combined everything but the kitchen sink college.

**Q43 - Please provide your comments related to Student Affairs:**

## Student Affairs - Faculty

Please provide your comments related to Student Affairs:

Please do not centralize academic advising. The relationships between advisor and student are a big piece of what keeps Former Students tied to this place. The longterm economic fall out of weakening that relationship will be an unintended consequence. Donors love relationship!!

No opinion.

I have consulted in many departments and the universal input is an extreme wariness of centralized advising. Even Chancellor Sharp waxed eloquent about his former advisor in Political Science, as opposed to a "take a number" central service.

None

It is unclear what High Impact Practice is or will mean for changes for these programs.

student affairs and the experience in addition to the timeliness and accessibility to the students should govern these ideas....student centric

Not sure

I encourage the high impact activities.

Centralizing IT might be good for undergraduates but it is a nightmare for employees on campus who have specific computing needs unique to their research or equipment in labs that they need to have on networks. Centralizing human resources might be an improvement because now each organization on campus has different procedures. Perhaps they could issue employees IDs and streamline the process now handled by the student business services group. I have never seen such a ridiculous process for something that is instantaneously produced. I think that centralizing communications across the different colleges will be a hard sell to AgriLife as communications is part of their mission and always has been. I would tread lightly there.

Centralization of advisors would be disastrous for Sociology. The case in the report has no statistical basis and represents only a small element of the work advisors actually do. We have a very close relationship with our advisors and they have worked hard to make durable relationships and generate trust with our students. Losing them as a resource would be devastating for our drive to recruit and retain. You can't put a price on this type of work.

I could not find Student Advising when I went back through the report, but I think it could be here. DO NOT centralize all student advising. If you want the ability to recruit and retain students, to be a first-rate Latinx-serving and First Generation-Serving institution, do not make this mistake. As a faculty member and a parent with a child at TAMU, I cannot emphasize enough how important it is for our advisors who have the depth and breadth of knowledge to serve their assigned majors. Knowing about specialized programs, about career opportunities, about instructors in the major, and building a relationship with their students are all essential components that will be lost with centralization. Walking is healthful; let those students changing majors walk to two buildings; they will be fine.

TAMU will continue to have student recruitment, retention, and belongingness issues with underrepresented students so long as it continues separating this from discussions about a more diverse faculty. DEI is not exclusively a student affairs issue. Furthermore, the centralization of advising is a HUGE mistake -- especially for underrepresented students who studies show need advisors in closer proximity (intellectually, culturally, and spatially) to them.

ADVISING SHOULD NOT BE CENTRALIZED!!!! This is not in the best interests of students --- if implemented I see a negative affect on time to graduation. I have experience with this in Liberal Arts.

Again, consolidation and streamlining seems like a good idea, but only if it takes down barriers rather than confuses things. From my perspective as a faculty, students have a very hard time navigating the academic support structure here, both in terms of mental health counseling services and Career Services. As a parent who has used Becky Gates Children Center, I should comment a bit on its relocation here: I don't care so much where it is located in the organization tree, except that putting it in "Academic and Strategic Collaborations" sends a signal that it is more outside of the University's core mission. But we need to remember that, like Counseling Services and the Disability Office, providing accessible daycare for the students, staff, and faculty is essential for their success. In this regard, the

University has failed significantly: Becky Gates does not have an infant wing and hardly enough capacity for the number of people who are trying to use it. Yet rather than expand it, the University commissions as competing daycare right down the street from it! This is insulting for those who have children and had to wait years to get in at the University daycare. I would hope that the University would be more invested in this, since it makes a HUGE difference for faculty recruitment and retention. We lost a lot of time, not to mention money, figuring out daycare in the area in our first year here--time that could have been better spent on other things.

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In connection with my role as senior associate dean of Texas A&M University School of Law, I, along with the dean of the law school, prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

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It seems that removing the current units from Student Affairs and integrating some units from the Office of the Provost to Student Affairs does make sense since Information Technology may best be supported by the Department of Information Technology, and Counseling and Psychology Services makes sense to move to the Texas A&M Health department. What I do not understand is why would the University Art Galleries not be moved to the college or department that oversees art and art students?

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Proposed changes are fine. I do not agree with centralization of advising.

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Centralized advising is disastrous as it would instead create a lot of misinformation between programs/colleges and the advising office. I don't think we need to create a new office of recruiting, instead expand the role of the admissions office to be able to handle this.

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Some of the groups going in and out made sense to me. However, saying student organizations (like Fish Camp) have too much say is like saying faculty have too much say in the classroom. Students have staff advisors who provide parameters, but the content of their organizations is up to them, as long as it aligns with their stated mission and constitution. If A&M wants to make it more clear that groups like Fish Camp are student groups and not officially Texas A&M, then do that, but don't take away the freedom and learning from the students. Also, when Fish Camp hit legal troubles in the past, the only thing saving Texas A&M from huge financial consequences was that it was separate entity run by students. Don't take on this legal burden, if you don't have to.

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Centralizing student advising is a very bad idea. Students need advisors that know majors inside and outside, not advisors that can only address questions about core requirements, etc. The college of liberal arts recently centralized advising, and it has been an unmitigated disaster. Students do not feel as if they are being served as well as they were served by individual departments. The idea that it's difficult to change majors does not present a compelling argument for centralizing advising. I would say that this is the idea in the report that has received the most universal negative feedback in every discussion I have had.

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Please allow each department to maintain advisors in the department. While there can certainly be some centralization, to fully remove advisors would not be in the best interest of the students and will create many issues that the current advisors understand and know how to deal with.

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Centralization of student advising is a very very unwise idea. The process for changing majors now is not overly complex for the young adults that we serve. They have to visit exactly two offices. We have 17 colleges at TAMU- each as different as the next. Centralizing advising results in loss of all the local knowledge required to guide our students through their 4 years here. Advising should remain individual for each college- if we want to serve our students in the best way (which might not be the most efficient from a consultant's point of view).

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The MGT report fails to address the burning need of the university to address lack of diversity at Texas A&M. While efforts had improved to recruit and retain Latinx students, it has failed visibly to make similar progress for Black students, especially. The report acknowledges this. But recommendations will not remedy this. DEI should be a priority and its administrator should report directly to the President and Provost. Moreover, the report does not address the complexity of "diversity" nor reflect an intersectional understanding of diversity as related to race, gender, sexuality, class, and ability. The "programs" such as Africana Studies, LMAS, and WGST should receive greater support, including department-level status. These programs are intersectional and interdisciplinary. Compare to universities that inspire us, A&M has starved and marginalized those programs. Greater visibility and status for such programs will aid in recruiting and retaining the diverse student populations who live in Texas.

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I have concerns about centralizing advising, both for reasons related to logistics and to creating a nimble advisory system that can respond to student needs. I think the current system of advising within departments works well, and should remain in place.

## Overall good recommendations

None.

Centralizing Academic Advising is a bad idea. We need academic advisors who gain an understanding of what we want for our majors, and that is unique to each department or program. This will create delays in time to degree for students.

My [REDACTED] opened the Money Education Center in 2016. He has worked hard over the years to provide the best financial literacy services to the students of Texas A&M. Throughout this time, it has become apparent that this is a much needed resource on campus as students need to be more educated when it comes to financial decisions so that they can graduate from Texas A&M and go into the world to lead a fulfilling life without being stressed about financial decisions they made back when they were a college student. Over the past year, under Scholarships and Financial Aid, I have watched the Money Education Center be crushed to almost nothing. As most are not aware, all of the Money Education Center Advisors are being repurposed for the opening of the Aggie One Stop in January 2022. My husband has watched his team be dismantled and their focus put on learning about Admissions, Registrar, Scholarships & Financial Aid, Student Business Services, and Veteran Services. There has been so little emphasis on the Money Education Center's part in the Aggie One Stop that their name is not even listed on the Aggie One Stop page (<https://eas.tamu.edu/Aggie-One-Stop>). With the news of the Money Education Center possibly being moved under Student Affairs, the employees of the Money Education Center have been elated about the possibility of not having to watch the Money Education Center be dismantled anymore. Under Student Affairs, not only will the Money Education Center continue to exist but it has the possibility to grow and reach more Aggies than ever before. I strongly urge you to accept the recommendation of the MGT Report to move the Money Education Center to be under Student Affairs. The Money Education Center needs to be able to continue to exist and grow to provide Aggies with the resources needed to make decisions about their finances that will lead to success.

As a former student affairs administrators and a higher education scholar, I strongly agree that the student affairs division needs further support and allocation of resources. This unit provides key strategies to enhance the retention and success of students through campus life activities and essential services that foster their sense of belonging, competency, and learning. In the report, there are recommendations to add areas such as career services to student affairs, which I agree but to also remove counseling services. Historically, counseling centers have been part of student affairs units to provide students with holistic support and wellbeing and I strongly believe that this service should remain part of student affairs. The CAS standards call for this and having counseling services as part of student affairs allows for stronger collaborations and case management that will influence student safety and success. Grounded on growing scholarship on the needs of minoritized students, I agree that more support needs to be provided to students of color and first-generation college students on campus. With this, I think that the report missed an opportunity to highlight the need for support services for undocumented students as part of this larger group. The student affairs division and department of multicultural services can serve as an outlet and space to expand services to this student population and directly have a staff member who works with UndocuAggies. Texas was the first state to expand access to in-state tuition to undocumented students and as a land-grant university, TAMU should make serving this group of students part of its mission. The department of multicultural services can have 1 staff member in charge of working with immigrant students, including undocumented students, who are a growing group on campus. They can offer relevant programs and services and train others around the institution so that students can be better support and graduate.

No comments.

None

## Support recommendation #3

I would like to push back against the centralization of academic advising. As an instructor, it has been very useful to have close contact and to work closely with the academic advisors in my department. I believe this could be lost if advisors are more distant to faculty and are not specialized on particular fields.

Recommendation 1: I think placing the Aggie Honor Council in Student Affairs sends the wrong signal to students and faculty. Academic Honesty is core to the Teaching mission of Texas A&M and the Honor Council is the purview of the faculty. Will the voice of students in deciding what organizations to fund be maintained when Student Affairs Financial Services moves to the Division of Finance? Recommendation 3: It may be a good idea to move Counseling and



Psychological Services and Student Health to Texas A&M Health. Currently, with 30 counselors for 67,000+ students, Counseling and Psychological Services is underfunded.

None

student advisor services need to be anchored within departments in order for advisors to be effective. There is too much department specific knowledge that a generic advisor cannot specifically master. We have seen a huge decline in quality of advising services since liberal arts pulled departmental advisors out of departments and into the new LAAH building a few years ago. My department's advisor left the university and we still do not have a replacement. When we get one, they will know nothing about the department or its students. This will be compounded if the new reorg does not return advisors to the individual departments. When we had advisors in the building there was much more communication, interaction and collaboration between faculty and students due to the presence of the advisor.

none

As stated above, even though the report recommends more centralizing and also outsourcing of services. From the perspective of a faculty member who spends significant time with students, these changes are likely to reduce the personal nature of education and what TAMU students love about the University. Centralized advising will again make things less personal and result in long-term alienation of the relationships that make this institution great.

No comment

Advisors are the frontline of student success. Advisors must be knowledgeable, passionate, and empathetic. This is possible at this moment because they are couched within academic units, have a strong sense of belonging and duty, and are know the particular department and its student body. To centralize advising would be wreak havoc on student success. Advisors would be disconnected from the academic units, their faculty, staff, and students.

Recruitment and Retention of Students should be extended to graduate and professional students...maybe even focused there. Centralization of student advising seems like a smart move, but only if the student advisors have the bandwidth to understand the tremendous variety of offerings across all the different Colleges. What works for one College doesn't necessarily work for others, there is no "one size fits all" system.

Merging Health Services with the Health Science Center seems to be a good idea. I know too little about most of the suggestions to discuss either way!

Reducing the number of steps required to change major seems like a remarkably absurd reason to change the advising organizational structure, so much so that it weakens the credibility of everything else in the report.

As noted above, I believe the Aggie Honor System Office and Public Policy Internship Program should remain in the Provost's Office because their programs are related to academic credit.

My concern about moving student Counseling out of it's current location is will this really help our students or is this just a move to make things look more neat and organized?

no comment

The Money Education Center is quite good. Expanding their role would be helpful. I know from my own ongoing research that financial literacy is a problem for undergraduates (I've literally surveyed them on this topic). I have no opinion on the other statements here.

A credit-bearing internship program should not be in Student Affairs. PPIP should remain under the Provost's purview. It is clear the management team did not understand the difference between student organizations that manage programs like Fish Camp and FLOs, those that are pre-professional or academic, and those that focus on more social interests such as sports, arts, religion, politics, Greek life, entertainment, etc. Student Organizations with different levels of affiliation should be treated differently and their missions should reflect their purpose.

Recommendation #2: Align student organization management practices to ensure transparency and accountability. Comments: This is an excellent recommendation.

Although standardization of advising practices should be coordinated through the Office of the Provost, advisors and discipline-specific advising practices are better administered at the college and department level.

The report completely ignores the experience of graduate and professional students at TAMU, yet, our graduate student population is one of the largest in the country. In the process of creating a graduate school gaps were identified in the ability of graduate students (especially those enrolled in distance programs) to access student services. Because

graduate and professional students are systematically ignored, nothing suggests these services will be more attentive to the unique needs of graduate and professional students. The fact that they are completely ignored suggests the opposite. Remember that graduate students, professional students in Dallas (Law), Ft. Worth (Dental), Kingsville (Pharmacy), Qatar, or Galveston and purely distance education students are Aggie students too. They have complained about the ability to access student services. It is not clear that the recommendations will worsen this problem, but it is also not clear they will help. This is a missed opportunity to think strategically about ensuring those students can access services (like counseling services) or that the services will meet their somewhat different needs.

There will be a huge issue with the recommendation to Centralize Undergraduate Advising and everyone I have talked to in the college of engineering says that this will negatively impact their daily lives and the daily lives of their students. There is no way that a centralized advising office can have intimate knowledge of the details of the degree plans and career paths for different majors. Our department's undergraduate advisors play a critical role in our student's time at TAMU. Their offices are in the same building where many students meet to study. There is a high level of access and personal rapport that will not be replicated by a centralized advising office.

I think the university cannot bolster student health and counseling services enough. Glad to see this emphasis.

None.

I have no issue with combining the Counseling center and student health with the Health Sciences Center, as long as the integration, in fact, serves our students in the best possible way, and it is not designed to curtail services or decrease staff.

McAllen currently has one person serving as liaison for the whole of student affairs. Additional support would be helpful.

No comments

Recommendation #3. I think integrating Student Health Services and CAPS into TAMU Health is a good idea

Student health is the key area. Trying to identify students suffering from stress and/or depression is really important. Suicide prevention is a difficult problem and dealing with psychological problems before they reach dangerous levels should be a major focus.

Advising needs to remain local / decentralized to maintain local connections and knowledge with curriculum and faculty resources. Salaries for academic advisors need to be raised.

Student success will improve with the realignment here. That is what we are here for, and research.

No comment

NC

taking away in-house advising in mathematics would lead to math majors or prospective math majors getting poor advice due to a lack of subject matter, course structure, and career expertise, etc.

There are many things to object to in this report, but the one thing that must not be done is to centralize advising. That has not worked out well for students on campus in units where it has been tried, and as far as I can tell, it suffers the same problems it did when I went through a school that had centralized advising. There is a loss of focused expertise, and the student experience suffers. Justifying centralized advising because of what is presented as an onerous five-step process is silly. Most of the steps will still remain, like 'determine the requirements of the degree the student wants to transfer to.' The report recognizes the fact that students currently change majors at a high rate, suggesting there is little real impediment to doing so. In any case, changing majors is something that students should give some thought to, and not something they do every time they don't get the grade they want on an exam or in a course.

Student Health Services, Counseling and Psychology Services, Student Housing, Memorial Student Center, and University Center stay with Student Affairs

"Expand student 'High Impact Practice' (HIP) services so that they continue to align with TAMU core values and standards while also preparing students with the necessary 'college knowledge' about how to navigate their experiences while on campus." - absolutely. Having TAMHealth handle Health of the students makes sense only if the resources are committed to developing this over time. If not this is a recipe for disaster.

I am concerned about the evidence base substantiating the recommendations made.

Support Recommendation #1. This is part of the overall organization changes that make so much sense for focusing and clarifying these various offices. Strongly oppose Recommendation #2. Here is an area we do not want to match the trend of our peers, which are imposing uniform ideology on student organizations and pressuring differing groups off of the university campus under the guise of having "student organizations... strategically designed to provide leadership development and accountability opportunities." Texas A&M is a national leader among public universities in supporting diverse opinions and worldviews. We should continue to respect freedom of expression in student organizations, particularly religious groups, that may not be popular. The university must be a public forum which recognizes the variety of points of view, strongly held convictions, and allow right views to be adopted by debate and persuasion and not compulsion. No opinion on Recommendation #3.

No comments.

One of the most critical indicators of a student success in their academics and on-time graduation is the quality, strength, and empathy of their academic advisor. It is critical to ensure that this is the single most personally motivating interaction a student can experience in their decision to study a discipline, complete the appropriate coursework in the necessary order, within a particular timeframe, in order to meet their graduation goals. Students are a universities client and the deliverable we provide is the degree to allow them to transition into proud, successful, dedicated alumni. Great thought and input from students, academic advisors, parents, and other constituents is necessary to make appropriate decisions for advising across the lifecycle of a student's career at TAMU. Assessments, focus groups, input from Advisory Boards, Alumni, Parents, Faculty, and information gleaned from exit interviews, and other means should be considered to make the decision that will allow students to feel secure, nurtured, confident and informed regarding their curriculum, courses, plan of study, pathway to graduation and placement into their careers. A&M is unique in that there are not many other universities with which to compare ourselves, especially in engineering, due to the sheer size of our student body. So, solutions that might appear to be best in class at peer institutions need to be tested against TAMUs environment, resources, and size of student body and geographic size of the campus.

The student must always be number one. Whether they are I have no way of knowing.

I am no expert on all of this, but I lack confidence that students would be benefited by the centralizing of advising. Advisors surely need to know the complex details of specific programs and I am not at all sure how this could work.

The proposed changes follow the overall logic of the report and realignment in consolidate portfolios of leadership so that there is complementarity not overlap in mission and objectives for students services and affairs.

I'm not so sure Academic Advising should be centralized. I don't think it's in the best interest of the students.

I am completely opposed to the centralization of UG student advising. I cannot think of a scenario in which a generalist advisor could provide better guidance to an UG student with regard to specific issues related to their academic degree plans. There are probably hundreds of programs, certificates, minors and I cannot believe that a central advising infrastructure would have the knowledge necessary to provide effective academic advise.

Ok

I concur with recommendations #1 and #3, BUT I strongly disagree with recommendation #2. I do not agree that advising should be centralized. Students build relationships with advisors in their units, and advisor build highly effective relationships with their teams. This is essential to guide students through their concentrations at TAMU.

I am currently a member of the Honors Council, and it always struck me as odd that academic integrity violations are not handled within the same unit as other student conduct violations. Stealing answers to a test are, at least in my mind, are little different than stealing a wallet. Relocating the student health center to a larger unit that specializes in health makes sense. I would like to see its role expanded to include the health of employees as well as students.

Shifting to centralized advising will hurt students and probably end up costing more. Our department is a large and complex where students can follow several different tracks. These tracks are all civil engineering - but very different areas of civil engineering. Water resources, structural engineering, transportation, environmental, geotechnical, etc. This takes very specialized advising help for the students and we do that as a team in our department. Both the faculty and the undergraduate office take on the very important role of advising...both for courses and their career. Centralizing this would be incredibly difficult and require extremely specialized knowledge that is highly unlikely to

happen. And once our department sees centralized advising failing students we will start our own advising and end up duplicating advising efforts as we refuse to fail students on this issue.

I strongly strongly support moving counselling and student health into the health department.

I am uncertain how moving Counseling and Psychological Service and Student Health Services is going to improve services? As far as I'm aware, TAMU Health does not offer services to faculty or students. Bolster these two under Student affairs.

No comment except to carefully consider the pros and cons of centralized undergrad advising. Most people have good reasons for not favoring centralization of advising.

I see large overlap between this and proposed new Academic and Strategic Collaborations section - the VP for student outreach. I don't think the recruitment and retention of undergraduates should be handled by two separate entities.

Different fields, majors, and courses need different equipment -- for student technology, classrooms, and research. It seems as if the report wants to standardize things in a way that makes technology less adaptable to student and scholarly needs.

No comment

If the centralization of Student Advising means more transparency and accountability, I am for it. But the localized knowledge should be retained, meaning they must know the department and the degree. No automatons pushing buttons to channel students to whichever course program. In my experience, student advising has repeatedly, over the years, made ex officio course substitutions that were not in the books, for the sake of expeditiousness. I am not appreciative of that. Timely graduation is important, of course, but this went beyond it. These advisors are so swamped they refuse to help out with the names and courses of students in their respective degrees. We have to compile lists ourselves and cross interview students. The work only for INTS students and not for the rest and the modern languages. I would give them more support, because they must be overworked, but also tone down the hubris a little. I was told they stand between the College and the department. In my personal experience these relatively young employees look like they command a lot of power on their own: how is that so? what have they done to earn it, exactly? I wonder.

Moving Student Affairs Communications to a centralized Marketing and Communication could lead to missed opportunities for specialized communications to current students.

As very new faculty, I am still not familiar enough with Student Affairs to be able to provide useful comment.

I agree with the reorganization plan for student affairs, which streamlines and focuses services for students and moves other services to more appropriate offices.

The findings and recommendations seem reasonable.

Academic advising should really remain de-centralized to some extent. There are significant differences in requirements between majors and academic advisors currently have good ownership of their respective roles. Centralization may save money, but it will absolutely come at the cost of service to the students.

I support these recommendations

Please do not consider centralizing UG advising. It just doesn't make any sense as different majors have different requirements. Every major is unique in its own rights. What exactly are the benefits for the students if the academic advisors were not aware of peculiar details of a major? Why trade one less office trip to visit for a clear reduction in the quality of advising? Not to mention this will require a huge overhead of retraining all advisors (in order to be able to deal with \*all majors\*) Did MGT even consult our academic advisors before making such a recommendation?

I do not believe the Aggie Honor System will do well if moved to Student Affairs; faculty will not respect the process, they will suspect Student Affairs will be too lenient.

The idea of centralized advising is absurd. Student advisors need to have localized knowledge specific the the departments that house a student's major. Contrary to the report's assertions, requiring students to visit multiple offices when changing majors (something most students never do, and those who do only do once) is not a large burden.

The graduate advising after centralization is a disaster - no experience/hard to reach/no clear chain of command....

No comments. Recommendations seem reasonable.

The centralization of advising is quite concerning. Our departmental advisors are a mission critical resource in our department, and do spectacular work to guide our students through our program. They know our curriculum and catalogue upside down and inside out, and provide a welcoming environment for our students. I struggle to see how we would function with a centralized system, unless that meant they were redeployed to the department. Keeping local advising is important for the student experience. These advisors have specialized knowledge, and with a fully centralized model it will be next to impossible to provide the detailed knowledge and help our students need and deserve given the breadth of educational opportunities they have here at TAMU. While I would certainly support equity raises amongst advisors, and recognize that some college level or more general centralized advising could be a helpful addition, I struggle to see how this model will be effective. I would also support making the change of major process more efficient for students, but don't see centralized advising as that solution.

Centralizing advising is ill advised. The report cited a report done a couple of years ago that was taken out of context. Expecting advisors to understand the nuances of every degree program at this University is ridiculous. If the intent is to group them than why move them at all. Centralized advising has been a disaster in COALS, leaving faculty to pick up the pieces, taking further time from our key missions.

Students at the SAG Forum on Nov. 4, 2021 that centralizing advising would diminish the personalization on such a large campus. They were also fearful this reorg. was a tactic to reduce staff.

In our department, faculty do the advising, and in my experience this works well, and is a good way of doing it - moreover, these faculty devote countless hours and great energy in this effort. I can not imagine that a centralized advising staff member could do this well enough - they would need to know the intricacies of math advising, plus be aware of special programs and credits students can achieve. One example is a special one-credit-hour course that is offered, and we rely heavily on advisors to encourage students to enroll (including when they need an extra credit or two): <https://www.math.tamu.edu/undergraduate/drp/> Moreover, although centralized advising would generally be fine for some students, in any special circumstances (a student who needs extra help or is extraordinary in some way) will likely receive poor advice from a "centralized" advising person due to a lack of subject matter, course awareness, and career expertise, etc. Indeed, as an undergrad, we had centralized advising, but my "better" advising came in-house, through the math department itself.

I am concerned that moving the Aggie Honor System Office under Student Affairs will allow faculty to ignore the academic integrity adjudication processes. This may leave students vulnerable to bullying and penalties being imposed without appropriate review.

- Centralizing has many known disadvantages, but can be done well. The quality of centralizing functions such as IT, HR, etc, will depend on recruiting strong leaders into those units who have the skill set to create a mission and customer-oriented focus. It will also depend on the ability to staff those units to perform the work required, without gutting the ability of departments to function by taking staff. There is one area where the proposed centralizing is very problematic however it is done. Academic advisors should not be removed from departments or, where appropriate, from colleges. Our advisors know our programs inside and out, are able to give high quality advice and direction to students because they have specialized in these programs and interact with faculty and know the classes, and they assist department/college leadership in structuring and restructuring programs and courses. There absolutely should be more support for students switching majors, and maybe a small central advising unit to handle issues like this and work with students. Centralizing all advisors, especially if this involves relocating them to one physical space or expecting advisors to specialize across multiple programs. Doing this would hurt the students, our ability to retain and develop advisors, and the department functioning and ability to offer courses needed by the students and have viable curricula.

Recommendation #1 (Reorganize): I am supportive of this move Recommendation #2 (Align student organization mgt): Hopefully this doesn't diminish the students' ability to take ownership and feel vested in their organizations. That has always been one of the best growth experiences for Aggies and makes our University special. Recommendation #3 (Division of Facility Information Services): it needs to be fully funded and staffed.

Proposals #2 and 3 seemed logical. In contrast, Proposal #1 seemed hit or miss and there were portions with which I disagreed-

- o Music Activities (except for the Aggie Band) to Academic and Strategic Collaborations
- o Becky Gates Children's Center to Academic and Strategic Collaboration Student Affairs
- o Communications to Marketing and Communications
- o Student Affairs Financial Services to Finance

nothing to comment

Proposed reorganization seems reasonable to me.

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**Diversity and Inclusion** One of the most disappointing failures of the report is its recommendations about improving diversity, equity, and inclusion (DEI) at the university. The report is absolutely correct that Texas A&M suffers from a seriously bad reputation on DEI issues. While there have been some improvements, these have not been uniform across the university, and the fact that our demographics still do not mirror the demographics of Texas, or the United States for that matter, despite decades of at least nominal effort by administration demonstrates that we still have a long way to go. In short, this problem is nothing new. This makes the perfunctory recommendations in the MGT report to improve DEI issues on campus even more egregious. Yes, of course we need to improve our recruitment efforts. We've been saying that for decades. However, creating a new position to focus on recruitment won't move the needle significantly if we don't also address the serious problems we have with the climate at Texas A&M. It's unconscionable that the MGT Report didn't address climate at all, not even acknowledging that the university recently did an in-depth analysis of climate, with specific recommendations, not one of which is so much as mentioned by MGT. Finally, I have nothing against creating an administrative unit at Texas A&M that focuses on DEI issues. Indeed, I would wholeheartedly endorse such a recommendation. Nevertheless, MGT's rationale for moving such an office out from under the Provost is unsettling given their claim that "[t]here is a need to condense and focus the Provost's office to elevate the profile of teaching and learning within the auspices of Academic Affairs." While it can be argued that DEI issues affect far more than just teaching and learning, it cannot be argued that DEI is not integral to teaching and learning. There's a misalignment of reasoning here that is disconcerting to say the least.

**Flawed Guiding Assumptions** While I applaud MGT on much of the work they've done, it's clear that they were given an overriding mandate to focus on administrative efficiency. I don't think any faculty would seriously argue that administrative bloat is a good thing. Similarly, faculty across the system would love to see money currently being wasted in administrative inefficiencies be returned to departments and to students. Nevertheless, the MGT consultants, whether by mandate or by oversight, have operated under the false assumption that administrative efficiency is necessarily cost-free and, in all cases, "good." This is glaringly apparent in their recommendations for revamping student advising, consolidating liberal arts and sciences, and restructuring life science programs.

**Student Advising** There can be no doubt that there is room for improvement when it comes to undergraduate academic advising, and the MGT Report raises many reasonable concerns. For instance, it correctly points out that advising positions vary widely in terms of training, duties, pay, etc. Its points about easier onboarding of academic advisors are also well made. That said, the overriding justification for consolidating all advising on campus is that it would make it easier for students to change majors. This is deeply problematic. First, it's not obvious that changing majors more easily is necessarily desirable. Indeed, it could be argued that there should be a relatively high transaction cost to changing majors. That cost shouldn't be insurmountable, but having some barriers reduces impulsive decisions and provides opportunities for student issues to be addressed within departments. Second, the report fails to consider the tradeoffs of consolidating student academic advising. For instance, individual undergraduate programs can be complicated to navigate. Students moving through, say, a meteorology degree face very different challenges and choices than a student pursuing a degree in education. Decentralized advising may make it harder for students to change majors, but it also provides rich local knowledge of individual programs, classes, professors, research opportunities, etc., knowledge that would be lost through centralization. The MGT report doesn't address these issues because, again, it is assuming that administrative efficiency has no tradeoffs. It's alarming that no one seems to have asked the question if making it easier to change majors is more important than making it easier for students to navigate the majors they're in.

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**Transferring the Counseling and Psychological Services to Texas A&M Health:** the main rationale for this is that students who need longer-term care, in current structure, need to transfer to a new provider. I really worry about this. One – currently urgent care is available through CAPS (such urgent care would be much harder to reach with Texas A&M Health). Second, CAPS is a university organization that understands better students' needs and challenges, but also has other types of resources at hand to help (not just medical). I.e., often the solution for the student is not just a medical intervention, but an intervention to reduce course load, change the exam schedule, etc. This would be very difficult to manage through Texas A&M Health, however, CAPS can do it. Third, CAPS also comes to talk to departments about mental health, provides group sessions, etc. Again – those things would be much harder (if not impossible) under the auspices of Texas A&M Health.

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Given that only 2.6% of current students were consulted in this report research, all areas of Student Affairs should be discussed in public forums with students as well as student committees formed to aid in these decisions.

Not sure if this is the section, but it sounds as if we are cutting back on student health services in a general sort of way, by folding them into something else. From what I hear from students, we aren't over-providing health services at the moment, and this might be an area for investment rather than slashing.

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I think centralizing advising is a major mistake.

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The suggestion to move CAPS and Student Health Services to Health Sciences is a good idea and could enhance students' accessibility to much needed services.

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How can centralizing units "elevate student success"? Student success probably has declined compared to 10 or 15 years ago because of all the new students coming in from our feeder junior colleges. At those colleges they do very little work for a B grade, and then they get here and get slammed with a reading load, or labs, or projects. I wonder how many students who took calculus one at Blinn can survive calculus two at A&M. The point is, this is a Research One university, and faculty load on the work. A lot of students don't have the work ethic or interest, so they drop out or aim to just get by and get a degree. Recommendation #2 Centralize undergraduate academic advising. This will be a disaster. Someone in liberal arts will be giving advise to an engineering student. Frankly, it was better when we had our own departmental advisers in our department.

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We centralized advising recently in our college. Service plummeted. To me it is 100% organizational. Why? Because the same people are generally involved but quality of service changed specifically when the administrative structure changed. There are various challenges that are not fixed. A theme throughout the "centralization" changes here seems to be that staff are not paid as well as prior to centralization and then administration wonders why there are morale and performance issues. Attention to this is especially important when you are thinking about changing things that affect student services.

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I don't know.

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This is a great idea, long overdue.

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It is vital that students receive advice from well trained advisors with a strong background and knowledge of the degree and aspirations of the students. For instance, they know the courses that will help students get into medical school etc. Centralization of advising will not be optimal.

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Reorganizing student affairs might be a good idea, though it will depend on the implementation. Faculty and administrator input would be especially valuable in this regard. Aligning student organization management sounds like a good idea, since it is presently a bit chaotic.

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My biggest concern is just remember that this area is one of the most highly rated areas of all the units. Make sure what you do does not end up being a step backwards. But I do agree that realignments of what they do and are over is in order.

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The Center for Teaching Excellence is a resource for faculty development, not for students; so it would seem a better fit under the VP for Faculty Affairs, instead of the Assoc. Provost for Student Success.

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Moving high impact practices into the teaching administration makes sense - it would offer more opportunities for integrating into the academic curriculum.

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I agree that student health services, and we are in need of better mental health support for students, faculty and staff on campus. Part of this, though is a national issue, and a healthcare issue.

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There is a lack of understanding on the Center for Teaching Excellence. It is only indirectly related to students so I do not see how it fits in student affairs. It naturally belongs in academic affairs.

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As far as advising goes, I agree that changes need to be made. If the consolidation of advising occurs, please make sure that all advisors are competent in all areas, or partition the advisors based upon major. I know that personal anecdotes have limited value but I will share mine anyway. My youngest, who is a 5th-year senior at A&M had an advisor in his major (ALED), an advisor in the Corps of Cadets, and an advisor with Blinn team. Needless to say, he received contradictory advice, was required to change majors, and is unable to graduate on time. I understand the efficiency of centralization, however, degree expertise is necessary for anyone serving in the role of navigating students toward graduation.

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I think adding some staff oversight to Fish Camp is a wise addition and will help with continuity of that organization that is often lost each year with the students. We do need expanded access to mental health services as many of our students do need longer term care and that can not currently be accommodate by CAPS. We also need more people

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working in this capacity due to the demand for mental health services and the lack of available providers in Brazos County.

The report is right that it should be easier for students to change majors when they develop intrinsic motivations. However, is centralizing advising the most effective way to flatten the current hurdles to curricular change? Would advisor's knowledge of particular curricula be lost through centralization?

Slow action by Honor Code office is a very serious problem.

Centralizing advising is a bad idea. For us (mathematics), it is important that advising is done by faculty. Indeed, advising is much more than just checking whether a degree plan satisfies all the technical requirements or signing a few forms (which, I grant, can be done by staff). To do it well and efficiently for the students, it requires a fairly detailed knowledge of the subject matter, how courses interrelate, as well as of the professional culture in the field.

I am concerned that centralized student advising will diminish very important communication channels between faculty and area advisors, favoring students who change majors over those looking for more targeted advice.

I agree that student health - especially mental health - needs to be a primary concern and that students need more direct and clear guidance. Recommendation #2 - how will affect student organizations when they are at logger-heads with a university decisions? Will this stifle those students and their 1st amendment rights to assembly and free speech?

can't comment

The only time the word honors appears is with regard to faculty honors (a responsibility under faculty affairs). I would love to know why there is no movement to start an undergraduate honors college. Honors within the college of liberal arts has just about been killed with the death of the Cornerstone program. We need more robust honors within liberal arts in order to attract the best, most creative, and thoughtful students.

many reasonable suggestions

Student advising needs to happen as close to the individual programs as possible. There's no way to manage in the best interests of the students without tight integration with the authors of their programs and schedules.

With the growing student population, faculty needs to have sufficient resources to effectively advise and teach while providing students with research opportunities.

This is like rearranging deck furniture on the Titanic.

Consolidation of academic advising also appears to be a very ill-advised recommendation. Students depend upon the accumulated expertise of advisors in their home departments to help them make informed choices on courses to take, timing of courses, etc.

I approve of most of those suggestions, especially greater guidance of student organizations. I think the LT Jordan Institute, however, should be moved to the Bush School along with International Studies. I can't remember where PPIP ended up, but it should also be at the Bush School.

Someday soon, the public will figure out that undergraduate education is a low priority at A&M. As a former administrator, UG education comprised less than 2% of the entire discussion time in department head meetings with the dean. An associate head said I was being generous when I said 2%.

I am not sure that removing the Becky Gates Children's Center from student affairs makes sense. It does not serve the broader community but students, faculty, and staff of TAMU (in an essential role, providing very high quality childcare that is otherwise difficult to find in BCS). In addition, there is no other programming to support students with young children/families within student affairs.

I reiterate my suggestion from the Provost Office input that the TAMU Career Center should not be folded into this mission. It is too valuable and integral to academic Student Success.

A major revamp of student affairs is necessary. Providing comprehensive, well-managed high impact opportunities is increasingly more important, so I support the proposed changes.

The university should be first and foremost concerned with creating a quality education for our students, not just our research interests. I think some of the recommendations will help but there seemed to be an over-emphasis on equity and inclusion which in some instances is excluding students and faculty.

What happens to BIMS graduate students already in the pathway for a PhD in biomedical sciences, not Science? Where is the translation of science going to come from under the proposed new alignment



Every single student is an individual, and our goal in teaching them is that each leaves after graduation enhanced for a lifetime that is productive and happy. The proposed decentralized plan by business-oriented managers seems to envision them as analogous to products rolling off an assembly line.

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CTE does not belong w/ Student Affairs.

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It is great to see so many varied student groups and activities that reflect on the amazing diversity that has evolved over the last many years.

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I don't have any thoughts about this.

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I have a slight concern with AHSO being moved to Student Affairs, since it is an academic office, but otherwise the plan seems fine.

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No recommendations.

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No Comment

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Student affairs would be better reorganized within the Provost's office. This is a change that would make the President's office too large and complex.

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No comments

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My biggest concern with student affairs is the management of new student conferences and the "indoctrination" of incoming students. More faculty input is needed. Our traditions and core values are awesome, but some of the best students in the country want to hear about academics, and meet the star researchers, and there is no effort to really recruit that kind of student. In Galveston many of our students do undergraduate research, indeed in some degree programs it is even required, and yet we are not adequately emphasizing that in our recruiting materials or at our outreach to perspective students.

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n/a

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No comment.

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Seems fine again as long as it does not result in more upper admins

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i appreciated more attention on inclusion and diversity

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Several changes are positive--for example, counseling to TAMU Health and many others. Again, most important will be the leadership in these roles.

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I've had experience as an advisor as well as coordinating with other advisors. I strongly object to centralizing the undergraduate advising because such advisors rarely have the experience and knowledge necessary to advise specific majors. For example, I was an advisor and professor in mathematics. The advisors in general studies didn't understand that advising students to take general mathematics classes instead of engineering or science calculus limited the majors said freshman could enter. I expect there were be cost savings by centralizing the advising, but it would be detrimental to the success of the students. Please do NOT do this.

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No comment.

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All these seemed like good ideas to me. Particularly putting Counseling Services with TAMU Health.

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How will the college focus on minority recruitment? What initiatives will put in place to drive recruitment/retention of minorities? What is posted is inadequate and sounds like something to pacify those that ask. This section, especially after the recent year or wo, needs to be more robust.

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## Student Affairs - Staff

Please provide your comments related to Student Affairs:

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I strongly approve of the recommendations for reorganizing Student Affairs. As a state institution we should make the campuses as welcoming as possible, and make it easy for students to access the many services we offer.

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Engineering Academic and Student Affairs (EASA) needs to be split between academic advising (should be centralized with other academic advising in Provost Office) and student affairs (consolidated into the Division of Student Affairs). On its own it, the student affairs function of EASA has caused confusion related to recognized student organizations associated with engineering.

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I disagree with the suggestion of moving the Student Health Services and Counseling and Psychology Services to TAMU Health. This should remain under Student Affairs. It is not clear to me that simply moving it to the college of its name makes any sense besides putting like with like.

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The Money Education Center is vital to the Aggie community and it needs to be elevated in Student Affairs. This program has helped countless students understand how money works and what actions to take now to ensure future success. Financial education and literacy are important topics that aren't always accessible to students in the classroom, so having a center on campus that caters to students should be a priority for our campus.

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Keep Psychology Services, Student Health Services, and music activities within Student Affairs. Psychology and Health should establish a resource partnership with Texas A&M Health similar to partnerships with other hospitals. A leaner Student Services allows time for the establishment of student music activities. Musical instruments and spaces to jam should be ubiquitous. A perfect space would be: A shaded pavilion with musical instruments in a vending machine. Student simply swipes ID, selects instrument, and returns when done. The public policy internship program would likely be better suited with career services or within the Bush School.

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I do not think centralized advising would work in the way that this report suggests. I think that advisors have a very specific knowledge in their major and centralizing in my opinion would only add to advisors plate and have less specific knowledge to help students. I also think this would only help students changing their major( which in my experience is not very many students at all) reduce only one of the steps listed if that. Students would still most likely be working with an advisor and need another advisor (who handles the major they are looking into's) advice. Students will still need to consult the TAP office. Maybe it reduces traveling to offices, but students will still need several steps to accomplish this. In my experience, I've never had a change of major complain to me about the process or find it overly difficult, but I am speaking for myself.

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Allowing students to take the lead in their own organizational management is great, but the complete lack of accountability and supervision has lead to some pretty predictable hazards. Having been in a student leader role myself for multiple years as an undergraduate, even if an organization seeks assistance/guidance from the university in addressing problem behaviors such as harassment and discrimination - there is very often no one in place to provide any meaningful sort of assistance to that end. I think the most horrifying example I am familiar with directly happened the year after I graduated, I encouraged a then-freshman to report the fact that a student leader had assaulted them in their dorm room. The assault, which took place on campus, was reported directly to the faculty advisor of the student organization. The student leader was suspended for a week, but somehow this situation wound up being resolved by the remaining student leaders holding a vote - where they chose to allow the student leader who had been reported to keep their position. The freshman who had been assaulted left TAMU less than a year later to finish their degree elsewhere. We have all heard the horror stories coming out of Fish Camp being used to groom incoming freshmen for sexual abuse, grievous bodily harm as a result of Greek life hazing rituals, etc. Even the issues raised by the SGA's bill regarding harassment of Hindu students on campus would probably be greatly aided by providing firmer guidance for our Christian student organizations - encouraging them to celebrate their faith and share in fellowship together without encouraging them to treat the non-Christian members of this campus like targets ripe for conversion. It is possible to give young leaders the space to grow and explore while still keeping some semblance of "rails" on the situation.

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I do like all recommendations for Student Affairs.

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I am not familiar enough with this to agree or disagree with the recommendations.

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TAMUQ Student Affairs needs to be addressed. The department is poorly run, and this has greatly impacted the student

experience at TAMUQ. There is very little intentionality in the program, nor is there any assessment tied to programs. The Assistant Director has caused good people to leave because of their poor management. TAMUQ DSA does not build the Aggie identity in TAMUQ students. There is very little adherence to traditions, values, and culture, and this is in large part because the direction of the office.

My primary concern with this section is the lack of research done about TAMU practices. It wasn't clear how the new departments assigned to DSA will make the departments or division better. Changing the advising structure at TAMU student organizations seems more of a reaction to old army donors who want their conservative institution to retain that image than a decision in the best interest of current students. They forget that the level of control they had of their student organizations is what prepared them to run fortune 500 companies, become governors and leaders, plus thousands of other exceptional former students. The way we run student organizations is what makes our undergraduate students exceptional. The way we run the academic and research wing is how we create exceptional academic researchers. Faculty retain control over research because a student misstep can negate the process/outcome. Student organization advisors give students the reins because student leaders learn most by finding the edge of their knowledge/experience so they can see what options lie outside of their lived experience. I hope the administration talks to current students and student activities staff to get the perspective of those doing this work before deciding on this change. Their practices are informed by years of research, case law, and best practices in the field.

I'm frustrated that leadership is considering appointing a current AVP to be a Director of a department they have never been part of - especially when the Interim Director has been part of the department for 20 years, and is amazing! I love the idea of succession planning and talent management! I also firmly believe that staff in departments should at least have some input in who their director will be.

Regarding the moving of Residence Life facilities operations to the University Wide Facilities Operations (pgs 41 & 45). Residence Life having their own facilities operation is critical to the success of the on campus housing program and student satisfaction with the services provided by the Department of Residence Life. The facilities staff within Residence Life is critical to the Residence Life Operation. Residential buildings are very different than classroom buildings and need round the clock care, attention and service. They must be a priority given the building serve as a home to thousands of students. Since the consolidation and outsourcing of all custodial and maintenance staff to SSC, it has been a struggle to get close to the level of service, dedication and ownership in our buildings that was present when Residence Life had their own Maintenance and Custodial Staff. Removing the few Facilities staff we have (brought in out of need after the outsourcing to SSC) would further push Residence Life backward in the service we are able to provide to residential students. These staff are critical to ensuring building repairs, maintenance, upgrades, renovations, construction projects and deferred maintenance items are strategically planned out and accomplished. I worry that centralizing the facilities staff from Residence Life will result in a reporting situation that will not be of benefit to Residence Life or the students we serve. Special care, ownership and dedication is required around the clock to keep the homes for thousands of our students safe/secure and healthy - that is what our facilities staff do. It is unclear if the recommendation to move "Student Affairs Financial Services to Finance (pg. 41) is intended to represent the finance staff in the VPSA office alone or if it also includes Business/Finance/HR staff from Residence Life as well. As an auxiliary, our financial management and health is critical and having staff that are familiar with and understand our mission and purpose is critical. Poor management of our debt service and reserves can have devastating consequences when it comes to the maintenance and upkeep of numerous facilities. Our operation is expected to be self sustaining and we do that due to the work of good business office staff who understand our operation, what needs to be prioritized and works to get us there given their unique knowledge of our operation and business practice. It is my understanding that years ago we were under a similar system and that we suffered financially, buildings went far too long without the needed maintenance and we are still working to resolve all that to this day. Keeping our dedicated business staff is necessary for a large and complex auxiliary operation like the Department of Residence Life. We know our business and the service we provide, we are self supporting, do not rely on student fee money to operation and contribute to the University through the assessment of the Auxiliary Service Fee. Removing Student Health Services and Counseling and Psychological Services from the Division of Student Affairs is a move that risks breaking the work that has been done to collaborate as departments to get students the best care possible. I imagine this change - along with different expectations due to reporting lines changing could compromise the collaborative programming and educational efforts that have become so valuable within the division to enable us all to better serve our students holistically.

TAMU is very unique because of its traditions. TAMU should be a leader of Texas universities. Many students aspire to attend TAMU because of the traditions. Focus should be students being academically successful.

With regard to the student organization component of the Student Affairs section, I am particularly concerned at the legality of the proposed changes. In particular, First Amendment case law provides expansive freedoms to recognized student organizations at public college campuses; this does not match the more restrictive vision for behavioral expectations among campus leadership. Furthermore, we would need to exponentially expand our staffing model if we were to expand student organization expectations -- our staff is bursting at the seams right now and cannot keep up with demands from students, advisors, and administration. Lastly, I am concerned with the emphasis on "tradition" at the expense of values like diversity, equity, inclusion, and access. In other sections, the report talked about recruiting diverse students, but I found it to be lacking in its description on how to retain those students.

I have comments related to the Student Affairs marketing & communications recommendations that I am submitting in the Marketing & Communications portion of this form.

I support most of these recommendations with the exception of recommendation 3: integrate student health services and CAPS into TAMU Health. This recommendation runs counter to the majority of recommendations, which are to focus units on their core missions. Turning an academic unit into a service provider detracts from either core mission. The other student support and student life activities are all organized through Student Affairs, so separating out health and counseling services will just make things confusing for students, make relationships between student affairs professionals and the service providers themselves more distant, and distract the TAMU Health units from focusing on education.

No feedback provided

Do not understand taking apart DSA - they are national leaders in their discipline(s).

- The OPAS program is a student organization and should continue to act as one within the division where other student organizations reside

I believe that moving the OPAS area to another section of the University and leaving the MSC is a mistake. OPAS is not only a community entertainment section but also a student-run committee and a benefit to the MSC. OPAS provides money that helps promote other student areas in the Student Programs Office of the MSC. Will the OPAS student committee still be in the MSC or will the students that are also in other committees or student organizations have to move as well. I realize changes need to be made across the University but to take OPAS out of the MSC, in my opinion, is not a decision that should be made.

No comments

No comment

Recommendation 3 - To Integrate Student Health Services and CAPS, I think this is a great idea. This could help lower the stigmatization of mental health concerns for students who come from backgrounds where mental health wasn't a consideration, who now find themselves in one of the most stressful experiences of their lives so far.

I support all recommendations.

The reorganization of the student affairs would intimidate me as a student. It reads as if a student would have too many places to search for the things they need. As long as the students are given enough support to utilize all of the services offered, then a reorganization would be great. But not having one central place where the students can be shown or told where to go would be difficult.

No comments.

The #1 constituent is the student, traditional and non-traditional. The ability to engage with students early is of significance. I recognize that students are diverse in more ways than can be imagined. The orientation camps, like Fish Camp, Howdy Camp and T-Camp all have their value. Unfortunately, not all incoming students are awarded these experiences. Then, there are student-led programs, organizations and activities. I think this is a well-managed process. It can be an arduous task managing all of the student-led groups. The organization involvement offers extensive professional development and I think it is helpful to always remind students of this purpose for any organization that is allowed to exist at Texas A&M.

Student advising in my opinion has to have both college-based ("siloes," for intradisciplinary/intraprofessional advising) and broad TAMU-based (for interprofessiona/interdisciplinary advising) phases, perhaps with a central coordinating

unit.

First, the organizational chart in the report is incorrect. There is the Executive Associate VP, the AVP Dean of Students, the Associate Vice President, and the other two are Assistant Vice Presidents. The two Assistant Vice Presidents should have less in their portfolios than the other three. One of the two Assistant VP's is 75% TAMU and 25% TAMUS, therefore, that should be taken in to account for responsibilities. While I know the move of CAPS and SHS to TAMU-Health is already in progress, I am very concerned about this move. These departments play a vital role in the day to day success of students and maintain strong relationships with the Dean of Students and others on campus. It is important that the directors of CAPS and SHS have a strong connection to the Dean of Students as they triage crises on campus and support students during difficult times. I know of very few schools in the SEC and in the southeast region that have moved their CAPS and SHS outside the division of student affairs and I believe they should both remain. The movement of Music Activities out of Student Affairs at Texas A&M University does not make sense to me. Another other school, it would make sense, but not here. Music Activities has thousands of student engaged in their programs, not because they are performance majors, but because the students love what they do and enjoy the music. These students are not pursuing performance majors or music majors, but are engaged in something that they enjoy which is important for student success. Music Activities should remain in student affairs as an involvement and engagement opportunity similar to the MSC and Student Activities. The student organization portion of the report seems a bit outdated and I am unsure of where some of the information comes from. While I look forward to the transition of Fish Camp to a program, some of the other concerns about lack of oversight and accountability were new. Student organizations go through training annually and are required to have a trained advisor. Student organizations are divided into three categories: Sponsored (highest level with the most oversight), Affiliated (middle), and Recognized (lowest). Sponsored orgs have the closest affiliation with the mission of Texas A&M, Affiliated is close but less than Sponsored, and Recognized has little to no connection with the mission of TAMU. Many institutions look to Texas A&M for best practices in working with student organizations

Centralization does not always mean more efficiency. Texas A&M University is a large university that already overwhelms students. Having advisors on the department level allows students to access more specialized knowledge to make their decisions and have more thoughtful discussions about their future.

Finding #1: "TAMU Student Affairs provides a critical link to student success and the quality of the overall educational experience" (p. 41). Comments: The Division of Student Affairs is ripe with research opportunities which have not been fully accessed. There is cutting edge research that can be done relating to DEIA, sense of belonging, leadership, mental health, etc. Without an intentional collaboration, this remains untouched. We cannot continue to symbolically and structurally separate Student Affairs from Academics. It neither supports the University or students in maximizing efficiencies and effectiveness, nor does it maximize opportunities for research and publications. Recommendation #1: Reorganize Student Affairs and expand student "High Impact Practice" (HIP) services. "Integrate following units into Student Affairs from the Office of the Provost:" (p. 41) Comments: Career Services - Could be a beneficial move for students, if strategic Public Policy Internship Program - How does this align and connect with the Division of Student Affairs? As a credit-bearing internship program, how does this connect/align with the Division of Student Affairs? Money Education Center - It should be explored how this connects with the Student Organization Finance Center (SOFC) if moving to the Division of Student Affairs. If that collaboration is not explored, then the Money Education Center may be better aligned in Financial Aid. Aggie Honor System Office - How does this align and connect with the Division of Student Affairs? Student code of conduct processes are different than academic honor violations. What strategic benefit exists to bring these together? What perceptions and challenges will exist for students and other external stakeholders by bringing these areas together? Veterans Services Office - This office supports veterans in their financial endeavors. How is this connected to Student Affairs versus in Financial Aid? "Remove the following units from Student Affairs" (p. 41) Comments: University Art Galleries - Encourage a review of their current space. How is it being maximized and utilized? Are there other areas that have a greater need for some space in the MSC? Music Activities - Currently perceived as being "owned" by the Corps of Cadets. This move could provide more access to a larger audience, creating many benefits for the arts. Becky Gates Children's Center - Encourage a review of financials to ensure sustainability. The Division of Student Affairs currently provides funding support in order to keep costs as low as possible for accessibility purposes. Information Technology - see feedback in the Information Technology section. With the current centralized IT model in the Division of Student Affairs, Departments are not able to be served in a timely manner to meet the needs of our stakeholders - particularly given that we are in a rapidly changing time of technology. I am concerned that we will

see longer delays and decreased services, which would cripple our ability to provide timely, efficient, and intentional technological support to students, parents, former students, and other stakeholders including the over 1,100 recognized student organizations. Student Affairs Communications - see feedback in the Marketing & Communications section. Student Affairs Financial Services - see feedback in the Finance and Business Administration section. Student Affairs Human Resources - see Human Resources and Organizational Effectiveness section. Student Housing, Memorial Student Center, and University Center facilities - see Facilities section. Counseling and Psychological Services - CAPS has provided their own feedback. Student Health Services - SHS has provided their own feedback. Finding: #2 "During the review phase of this work, student organizations and student conference functions regularly were a point of concern. Student organization and student conferences hold a reputation of little student accountability, little university control, and of being a risk to the university. This risk is associated with financial management, lack of training, and the selection of student conference curricula and activities" (p. 45). Questions & Comments: What is meant by student conferences? Texas A&M has New Student Conferences (Offices of the Dean of Student Life) and student conferences (primarily in the MSC). There are also Extended Orientation programs (like Fish Camp, Howdy Camp, T-Camp, and Venture Camp). Clarity is necessary in understanding what is meant by "student organizations and student conference functions (p. 45). If the report is referencing Fish Camp, then that should have been stated directly, rather than bringing in the other 1,100 student organizations, New Student Conferences, and MSC Conferences. Consider looking at the language and structure used at Texas A&M around NSCs and Extended Orientation (EO) programs. Perhaps we consider having a more consistent naming process, so it is less confusing for our students. Rather than NSCs and EO, why not put them all together (under New Student and Family Programs or similar). The current model has EO programs like Fish Camp, Howdy Camp, T-Camp, and Venture Camp in Student Activities, while NSCs are under New Student and Family Programs. Many of the conferences fall under the MSC, Student Activities, and Multicultural Services. If there is concern with "financial management, lack of training, and the selection of student conference curricular and activities," what resources will the University commit to provide to the Division of Student Affairs and Department of Student Activities (SACT)? Context: SACT has requested a new position for Fish Camp for the past five (5) years, and still does not have a position. SACT has requested an instructional designer to enhance student organization training for the past two (2) years, and has not received a position. SACT has requested a position in our Student Organization Development & Administration (SODA) area, of which there are only four (4) FTEs to support the recognition, training, risk management, travel, insurance, etc. for over 1,100 recognized student organizations. The University does not provide financial support to Fish Camp (except for 1.5 advising positions), the rest is raised by Fish Camp (Fish Camp is a million dollar endeavor - is the University prepared to provide financial support? Personnel support? etc?). Lastly, SACT also houses the Leadership & Service Center (LSC). Due to budget reductions from the University, this area lost a FTE, reducing the opportunity for the LSC to provide additional trainings, as well. Resources are NECESSARY in order to provide enhanced financial management, training, and curriculum development support. Lastly, it would behoove the University administration to understand what current initiatives DO exist around financial management, training, and curriculum. Sadly, there is a lack of understanding regarding these services, which can be seen from the statement "Student organization and student conferences hold a reputation of little student accountability, little university control, and of being a risk to the university" (p. 45). Financial management: What financial management concerns exist that need to be addressed? Is the concern revolved around fundraising? If so, then this should be explicitly stated. If it does revolve around fundraising, then consider the number of Development officers for the Division of Student Affairs, you will see that there are too few people considering VRSC and the Corps have their own Development officers, but the rest of the Division has to share two development officers. Perhaps look at this model, as student organizations have significant fundraising potential, and have largely been untapped (including fraternity and sorority life). Are there are other financial concerns that exist? Lack of training: There are over 1,100 recognized student organizations at Texas A&M. Each of these organizations is required to remain current on their training. There is a training center where ANYONE can take training, but it is required annually for the chief student leader, treasurer, and advisor. Currently, there are twelve (12) training modules for advisors and fourteen (14) training modules for student organizations. The Department of Student Activities has put in a request for the past two years to hire an Instructional Designer to bolster trainings. This request has not been approved. An Instructional Designer can add training opportunities for our large recognized student organization population, but we do not need the resources in order to make this happen. What are the training concerns that exist beyond not having enough staffing and resources? What commitment is the University ready to make in order to close the gap? Selection of student conference curricula and activities What student conferences are being referenced here? What curricula in student conferences is of concern? What activities are of concern? In order to

make changes, additional perspective is needed. Questions & Comments: We should expect that a consulting firm have access to resources and references that are more current than 2007 and 2008. Placing outdated references that only connect with a perceived direction is not conducive to identifying a solution that has been vetted by experts and sustainable. Below in general feedback includes resources and research that is more current on the topic. Recognizing the expertise of staff is critical - as well as understanding context. If context had been sought, the consulting team would know that: The Department of Student Activities is well-versed in student engagement, has multiple research-practitioner-scholars, connections and research practices with faculty, reviewed the relationship between the University and student organizations, created a document providing an overview of the rights and responsibilities of student organizations vetted by the Office of General Counsel, reviewed the Facilitator University philosophy that A&M has adopted, and regularly reviews advising assignments, surveys the 1,100 organizations, updates training, etc. Currently, Student Activities is developing an MOU with recognized student organizations and revamping the current three tiered system. Where is this identified in the report, though? Recommendation #2: Align student organization management practices to ensure transparency and accountability. "This effort may include a staff-led best practice review of student organization management to implement an updated model for facilitating and orchestrating the relationship between student organizations and the university. This updated model should ensure that student organizations are held to a high standard that is in line with professional TAMU expectations of conduct, financial management, and upholding the Aggie Core Values" (p. 46). Questions & Comments: Recognizing the expertise of the staff at the University is critical - as well as understanding context. If context had been sought, the consulting team would know that: The Department of Student Activities is well-versed in student engagement, has multiple research-practitioner-scholars, connections and research practices with faculty, reviewed the relationship between the University and student organizations, created a document providing an overview of the rights and responsibilities of student organizations vetted by the Office of General Counsel, reviewed the Facilitator University philosophy that A&M has adopted, and regularly reviews advising assignments, surveys the 1,100 organizations, updates training, etc. Currently, Student Activities is developing an MOU with recognized student organizations and revamping the current three tiered system. Where is this identified in the report, though? Rationale #2 "Student organization management is often viewed in two philosophical ways. The first philosophy is that student organizations should have the freedom to explore the campus, make mistakes at almost any cost, and create, manage, and implement programs and activities as they desire while upholding some fundamental institutional guidelines. The second philosophy is that student organizations should be strategically designed to provide leadership development and accountability opportunities. The skills gained through holding student leaders to more stringent guidelines foster decision-making skills and understanding of how to lead an organization within the context of a larger organization, how to deal with conflict, and how to manage finances. As institutions of higher learning are responsible for developing career-ready citizens, the second model offers the most significant benefit to students. Establishing student organizations as semi-professional entities with structured guidelines and expectations allows students to understand the reality of most post-college professional settings while enjoying shared interests with other students" (p. 47). Questions & Comments: Where is the reference for these two philosophical views? Having worked at five (5) universities over the course of 15 years, I know there are actually multiple philosophical views, and only two are referenced in the report... Texas A&M significantly changed the RSO model after the collapse of Bonfire in 1999. Texas A&M became and continues to be a model of "shared responsibility." In fact, the Department of Student Activities mission statement reads, "The Department of Student Activities fosters and supports leadership, learning, and involvement opportunities that enhance the growth and development of students and recognized student organizations. As members of the university community, we are committed to a philosophy of shared responsibility that develops leaders of character dedicated to serving the greater good, and we subscribe to the Texas A&M core values of Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service" (<https://studentactivities.tamu.edu/about-us/>). The Department of Student Activities is well-versed in student engagement, has multiple research-practitioner-scholars, connections and research practices with faculty, reviewed the relationship between the University and student organizations, created a document providing an overview of the rights and responsibilities of student organizations vetted by the Office of General Counsel, reviewed the Facilitator University philosophy that A&M has adopted, and regularly reviews advising assignments, surveys the 1,100 organizations, updates training, etc. Currently, Student Activities is developing an MOU with recognized student organizations and revamping the current three tiered system. Where is this identified in the report, though? "The value of infusing HIPs into Student Affairs via first-year orientation programming and learning communities for incoming students is well-documented. Evaluating student orientation programming, including Fish Camp, to ensure an adequate balance of student involvement and institutional staff

oversight is critical to future program success. Student orientation programming is just one HIP that can lead to positive outcomes for student engagement and persistence in higher education. TAMU Fish Camp holds much value for incoming freshmen in helping them develop an affiliation with the university, gain concrete knowledge about institutional practices and policies, and engage with other students. Such student engagement practices for incoming students prepare them navigate co-curricular experiences and challenges throughout their college career. It is important to balance student autonomy with institutional oversight, such that TAMU's values and traditions remain central, when helping to shape programmatic elements. This balance will allow the students opportunities to learn and develop while also staying in bounds in terms of what aligns with the institution's priorities and mission. Overarching Questions & Comments: The Vice President for Student Affairs position was posted on 11/9 with a deadline of 11/18. From my understanding, no communication went out to the Division of Student Affairs alerting them that the position was open. High-Level SWOT Analysis "Strengths - The Aggie culture presents a foundation of shared traditions and values that create a cohesive identity for students, staff, and faculty. The Corps of Cadets is a part of the school's culture and student body" (p. 109). Greatest strength is greatest weakness, as this report also indicates. While the culture can be a strength, it has been identified in many different surveys provided by the University (campus culture, SERU, etc) that many students do not see themselves identify with the culture. They also do not see themselves identify with the Corps of Cadets either, and see that the Corps of Cadets has different expectations than other areas of campus (conduct process, student organization process, etc.). Weaknesses - "Limited financial resources to recruit and retain talented faculty and staff. Not competitive enough with the marketplace" (p. 109). In a benchmarking study, it was identified that College Station Independent School District entry level positions begin \$10,000 higher than entry level positions at Texas A&M University. "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education" (p. 109). There should be a review of culture, tradition, and values. Including a review of the Corps of Cadets. "Student Affairs is unorganized, does not oversee all of the correct functions, and could be improved with restructure" (p. 109). Unorganized? As evidenced by what? Threats - "University climate not always welcoming, particularly to diverse faculty, staff, and students. Enrollment of diverse students, particularly African Americans, is low. Student and faculty populations do not reflect the state population" (p. 110). "Perception that TAMU history and culture have negatively impacted student body diversity. TAMU has historically been conservative and slow to change regarding diversity issues. Fish Camp is an example of this - there is a lack of control over the content of the camp. The challenges of polarized politics have the potential to threaten core values" (p. 111). If research had been gathered, there would have been an awareness that Fish Camp actually had diversity as one of its values, but they were told to change their values by the Office of the Vice President for Student Affairs to the University values in August 2021. I'm not certain how the reference to "lack of control over the content of camp" relates to "conservative and slow to change regarding diversity issues" and the tie-in to "Fish Camp is an example of this." As mentioned, Fish Camp had the core value of diversity, and was told to remove it. They had a diversity program, and were told to change it by the Office of the Vice President for Student Affairs in August 2021. They were also told to not talk about identity, because that's not the purpose of Fish Camp. Fish Camp has continuously tried to enhance their diversity efforts, and it is, unfortunately, the University that has prevented diversity initiatives from being either carried forward or implemented. I do agree that "polarized politics have the potential to threaten core values", but what is meant by this exactly? I actually am unclear on what the meaning behind the core values of the University are...Perhaps it is time for the University to be bold enough to adopt diversity as a core value.

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I agree with integrating the suggested units to Student Affairs. I disagree with removing each of the suggested units from Student Affairs (excluding Counseling and Psychology Services and Student Health Services). These areas have strong student involvement and student-focused operations. Because of this, it does not make sense to remove these from Student Affairs.

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The concept of integrating CAPS and SHS whether or not they are moved into TAMU Health makes a lot of sense. The two often overlap and having a one-stop shop for student health would be highly beneficial to the student body.

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Expanding HIP services sounds like a great idea and a highly positive thing for students. IT at Student Affairs is rather advanced compared to other IT with respects to ITIL. I would think that we should keep DoIT as together as possible. Moving Student Health Services makes sense.

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As a former student, mental health services were hard enough to access while under the umbrella of Student Affairs. Further medicalizing counseling and moving it to the Health Sciences will just mean that fewer students will be able to access it. But if it enables longer-term counseling and a more holistic approach to students' health and well-being, that could be a good trade-off. More transparency from student organizations is a good suggestion and I would be



interested to see how the university will implement it

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I think EIS, although IT, should remain with Student Affairs. We house student data, and work closely with the office of REGI, ADMI, FAID, and SBS for the purpose of enhancing student experience.

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None

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I do think moving student health services makes sense.

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Both health services and student counseling are within the student affairs umbrella in Galveston. Health services is handled with an interagency agreement with UTMB. How will rolling these two services into Texas A&M Health roll out in Galveston, which has no direct connections to Texas A&M Health? As with any service, local avenues must be available for students and parents to ask questions.

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I agree with two of the three initiatives outlined in this section. The first finding to add/relocate units is what I take issue with. For example, money education should remain with financial aid as educating students on money matters is not the mission of student affairs. Student Affairs is about providing a holistic approach to student support. The provost focuses on academics and Student Affairs focuses on the mental, emotional, and social health of the students. Student Affairs does critical work during a time when students are transitioning into independent adulthood. By adding things like money education to the purview of student affairs, you begin to dilute this mission. When students think of money issues, they think they need to go to Financial Aid. Let the money education stay where the students' funding is located, in Financial aid. I have mentioned in a previous comment that some of the areas that are being reassigned to academic and strategic partnerships don't make sense and should remain in student affairs until a more appropriate home is found. The music activities, art galleries, etc, should stay until the creation of the School of Visual and Performing Arts is established then they should transition to this unit. The current proposal feels like change for the sake of change.

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None at this time

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I can see efficiencies in the proposed re-org.

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I personally have worked for the Money Education Center for over half a decade and I fully support it going to Student Affairs to be better supported. In spring 2016, our assistant director was given authorization to fill seven to eight full-time positions. We have never actually had more than four full-time staff members (three advisors). We have served over 32,000 Aggies throughout this time. Instead of growing us to help more Aggies, we have been minimized. One of our positions was taken away from us in July. We now have three team members. We are all slated to begin working as Aggie One Stop Advisors in December. We have been repurposed. If the Money Education Center is believed to be a "High Impact Practice" (HIP), then I promise you the Aggie One Stop will not allow us to grow, live up to the TAMU core values, or prepare students with the "college knowledge" that this report views as necessary. There will be push back about us. Those people are the same ones that have controlled us for the last three years. One of them even went to the White House on our behalf. Yes mam, the Money Education Center was invited by the White House to be recognized for our efforts on financial literacy and we were told by higher ups we could not travel or take vacation to attend this event. It would not be "fair" for us to get more travel opportunities than other teams. I cannot begin to tell you how many ways we could better support our students if we could be supported adequately. We will lose our website in a month and will be moving to the GSC. I have a PIN and I am going to fill a hole at the Aggie One Stop. This report views us as foundational knowledge for college students, but we have been treated like a non-essential optional service. Those "workshops, resources, and one-on-one financial consultations" will not happen where we are headed. I just pray you chose growth over minimizing Money Education.

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How can student housing and the MSC NOT be considered part of Student Affairs? Yes, student orgs need more transparency and guidance, but please leave everything else alone.

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It is being recommended to move the Becky Gates Children's Center out of the Division of Student Affairs and to the Office of the Vice President for Academic and Strategic Collaborations although approximately 35% of campus child care centers are under the Division of Student Affairs and 35% are under an Academic Department, while 10% are in Administration & Finance Divisions (National Coalition for Campus Child Care Centers, 2015). The Becky Gates Children's Center presently has many established collaborations and partnerships across campus including College of Nursing (clinical site), College of Architecture, College of Education & Human Development Project ABC (T3 Grant) & NIH Grant application, College of Engineering (NSF Grant application), College of Medicine, and others. Changing divisions impacts

agreements and affiliations. Consider supporting and maintaining established collaborations and affiliation agreements when moving departments with new reporting structures. The mission of the Becky Gates Children's Center is to provide an exemplary, affordable, accessible early childhood program for the children of the students, faculty and staff affiliated with Texas A&M University. The Becky Gates Children's Center mission is met by serving students, faculty, and staff at TAMU. The center supports student engagement through transformational learning experiences by using the center as a research, clinical, and observation site as well as providing high impact opportunities for over 50 student employees. The Becky Gates Children's Center supports both undergraduate and graduate student parents in achieving academic outcomes and by increasing graduation rates. Being student focused is at the core of the center's mission. If the Becky Gates Children's Center is moved out of the Division of Student Affairs, we ask you uphold their mission and allow them to continue to positively impact all students at Texas A&M University. In continuing with the mission of the Becky Gates Children's Center the new Office of the Vice President for Academic and Strategic Collaborations addresses the goal of "collaborating and connecting with the larger Bryan-College Station community and the citizens and communication across Texas" and aiming to "prioritize relationships between TAMU and Texas, particularly the communities where TAMU campuses and programs reside" (p. 19). At this time, it is unsure how the Becky Gates Children's Center aligns with the Office of the Vice President for Academic and Strategic Collaborations. The Becky Gates Children's Center has focused internally for over 20 years on the faculty, students, and staff of TAMU. Consider safeguarding the current mission of the center. Campus Child Care Centers such as the Becky Gates Children's Center enrich higher education institutions by supporting a diverse and inclusive body. The center supports academic partnerships and campus-wide collaborations across all disciplines. The center supports a world class faculty and staff by increasing recruitment and retention, being a family friendly environment, and fostering inclusivity with our rich diversity. Many Aggies find a home at the Becky Gates Children's Center. In addition, the Becky Gates Children's Center has obtained outstanding achievement in national and state quality initiatives including health and wellness as well as the new nature-based playground. The center also offers quality educational training opportunities for students, faculty, and staff as well as in-service and pre-service teachers. This center is and should continue to be model school for early childhood education across the state of Texas and beyond. It is imperative to uphold the mission of the Becky Gates Children's Center to provide an exemplary program. This is accomplished through the center's innovation and discovery by leading in child-centered philosophies and pedagogies, including nature-based and anti-bias education, opening the gates to a lifetime of learning for both our future and current Aggies. Lastly, the Becky Gates Children's Center receives important funding from the Division of Student Affairs for Aggie student parents. The center awards \$78,000 annually in DSA UAF funds to student parents. Active student parents receive between \$100-\$175 monthly discount to offset the cost of child care to support student parents' focus on their academic work and graduation. Furthermore, the Becky Gates Children's Center receives \$24,000 annually in scholarship money from The Association of Former Students specifically for lower socioeconomic status graduate students. Continuing funding streams that support Aggie students is imperative to the mission of the Becky Gates Children's Center.

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I find it curious that the report focuses the programmatic efforts of the Department of Student Activities but does not mention programming efforts by the Memorial Student Union.

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No comment

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Finding #2: I do agree that student organizations need more accountability and more university control. I also believe that currently Freshman Leadership Orgs, Sophomore Leadership Orgs, etc. divide Aggies rather than unite Aggies. They've become lots of little separate groups (similar to sororities and fraternities) that students have to apply to become part of. That isn't the Aggie way, and it makes me sad to see that A&M has become this model of hierarchy that makes fellow Aggies feel excluded.

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While I can understand the desire to centralize services that are offered through DSA, I worry about staff capacity in those areas, even if staff were to "move" to their new respective organizations. Also, it feels as though you could utilize a 5th AVP in the VP Office to help alleviate some of workload currently on those staff members.

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I do not think CAPS and SHS should be removed from Student Affairs. They are student services, not academic/research initiatives.

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I have never been a student at A&M but the students I asked need academic advising tied to their individual department.

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I support the suggestions in the report

My comments are similar on this section as on the Provost Office section; I completely agree with moving any functions that are squarely in the realm of Information Technology to be a direct part of the University's Information Technology organization. Anytime this type of IT consolidation is done there is much more hard and soft savings realized than was originally thought. As well, the depth and breadth of service capabilities instantly increases. The closer we can get to a "One Team" feeling and reality with TAMU-wide IT, the more effective and efficient we can get for the organization and the TAMU community and the more growth opportunities we can offer IT professionals and those interested in entering the IT field.

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I concur with the recommendations of the study

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Student Affairs is made up of many unique departments that serve students in a wide variety of ways. DSA IT was created to serve these highly varied departments and cater to their specific needs so that they can provide high quality service to the people they support. While I believe many support the continued consolidation of IT services to improve quality and lower cost I believe it must be taken one step at a time so that no department's ability to serve students is effected. Like a space ship being carefully and slowly moved to the launch pad; if DSA IT services are to be consolidated, they need to be slowly and methodically moved with enough time and care so that the customer isn't affected. If this is done too quickly, or if personnel not familiar with the services take over, it could all cause headaches for all involved.

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Agree with Recommendations.

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Centralizing IT services is a great concern because typically the more centralized operations get, the lower quality of service customers (departments) get. Departmental IT projects, which are already consolidated within the Division, will be added to an even longer prioritized project lists if further centralized to TAMU IT. As an auxiliary, Residence Life is directly competing with off-campus housing options that students have which require us to quickly evolve and change to compete. Being told that we have to wait in line for our RFC (Request For Change) to kick start, or placed far in the future on a roadmap, puts our department in a precarious position where it's harder to compete and harder to implement important system updates that affect business processes. Also.....we're hearing rumors that AWL (Alternate Work Location) or "working from home" will be going away. Although this makes sense for many positions, IT in particular is work that can very effectively be done working remotely. This has been proven in the last almost 2yrs of Covid restrictions....and even before Covid, this was a common practice in many institutions particularly for IT. Instead, I would suggest making working from home even more accessible for IT personnel to keep hard to find skills on campus to service our customers like they deserve.

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no comment

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I like everything mentioned here.

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None

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Music Activities perfectly aligns with the report's positive aspects of Student Affairs and already aligns with the recommendations for areas the report found weaknesses in Student Affairs. Based on the report findings, Music Activities should be held as an example of what a Student Affairs program should be, not removed from it. The below are examples. Student Affairs Recommendation to Expand Student High Impact Practice – The activities of the ensembles of Music Activities have been recognized as HIP for over 10 years. From HIP Criteria – Student Leader Learning Outcomes • Students invest time and effort in purposeful tasks. • Students are constantly engaged in completing musical tasks while in rehearsal with each other to achieve the highest level of performance possible • The Music Activities Center allows for students to utilize time to perfect individual performance with practice and rehearsal facilities • Students interact with staff, advisors, and peers about substantive matters usually over extended periods of time. • Student ensembles are led by professional music educators (directors) with several years of teaching experience both at the secondary and collegiate level • Directors supervise and advise student groups within Music Activities throughout the academic year • Students experience diversity through contact with people who are different from themselves. • Students that participate in ensembles closely resembles the population of A&M. Students of various backgrounds interact and collaborate with each other frequently in rehearsal and performance • Students get frequent feedback about their performance – almost continuously – in settings that allow them to respond to that feedback. • Directors offer feedback both in rehearsal and performance consistently throughout instructional time • Directors offer recordings for both self and group evaluation therefore providing the tools necessary for improvement in future

rehearsals and performances Music Activities fulfillment of report recommendation for Student Affairs: Integrating services that facilitate student's academic and career success Skills valued by employers cultivated in Music Activities Leadership training Communication Teamwork Responsibility Accountability Higher order thinking skills Examples of career/academic success: Repeated reports of student acceptance to medical school being largely contributed to The school's interest in the student's music experience. GPRs of Music Activities Students consistently higher than University as a whole Organizations being in balance with academics -Students receive academic credit for ensemble participation through Performance Studies. Philosophical Models – Autonomy vs. Oversight balance – Student Affairs Strength Weakness Analysis Music Activities offers student leadership opportunities in various forms of officers, section leaders etc... however they are all with a very structured, professional staff overseen environment in all aspects. The ensembles are classes with a professional teacher (director) with complete oversight for each ensemble. The student leadership is within that classroom structure. Student Affairs will play a critical role in the development of the whole student Music Activities allow students to grow in artistic and cultural ways otherwise not available in their majors. The main purpose of Music Activities is not outreach. The main purpose is student education and experiences through music. While Music Activities does represent the university in a myriad of ways, any outreach is an outgrowth of the main purpose, which is fully centered around the student experience. All MUSA students receive academic credit for any music ensemble in which they are involved. Student Affairs recently spent \$42.5 million (including \$10 million plus from multiple VPSA donors) for the Music Activities Center, which was constructed specifically to allow all music ensembles to function together as one department. Functioning as one department is the main reason for the current level of success. The staff, budget, and facility enjoy success at the highest level, due to the current supervision structure and department setup. Any change would make things less efficient, thus setting up an environment that could lessen student success. The complete MUSA staff functions as one unit, allowing student and administrative support for all ensembles at the highest level. It is of vital importance for the MUSA staff to have experiences with multiple student groups.

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I agree with the recommendations here, the decline of Fish Camp is an example of a loss of focus on Texas A&M's core values.

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I believe the Veteran Services Office (VSO) should be a part of Student Affairs (Veterans Resource Office)...this is good idea especially if the existing reports, imaging system, Compass screens and IT support is available to VSO. The \$ which generate these reports and services through Financial Aid would need to be a part of the Veteran Services Office budget. I would also like to suggest Hazlewood and TASSP remain with Student Financial Aid since this is a State and loan benefits which need to be processed through Financial Aid.

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This realignment doesn't quite do it for me. Moving Marketing, Business, HR, and IT does make sense. But really, the division should be split into Student Affairs (with student programs, the offices from the provost, the corps of cadets, veteran programs, and Music Activities) And the other offices (Housing, Rec sports, Becky Gates Children's Center, and possibly transportation) should be organized into Student Services.

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I agree with the proposed restructuring.

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I think that Student Affairs at TAMU is and has been a model for the nation for quite some time. I would hope that these proposed changes are well thought out, and will keep TAMU at the forefront of Student Affairs. I am confused by some of the language used as to what portions of departments are being kept in Student Affairs and what is leaving in some departments.

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I personally agree that some areas of student activity that are just run by students (FISH camp) need more oversight, considering the harassment that has been happening over the years. I have read comments from students about this section of the MGT report and they don't seem to understand the seriousness of these kind of issues/don't see that this would be a reason for more oversight. Even though TAMU wouldn't want to point out its own flaws, when making the case to students that they need more student org oversight, you will REALLY have to say out loud the issues that have been happening to/with students, so they get that this isn't you wanting to take toys away, it is TAMU wanting to prevent assault.

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(n/a; we are not a directly student-facing unit)

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Interesting that the most recent literature that was used to justify a move to have more university-controlled student organizations and activities is 13 years old. Had more recent literature been used (examples below), it would have been noted that the model we currently use - the Facilitator Model - allows for a balance of student learning and student accountability. Additionally, the report seems to single out the Corps of Cadets as if they are not included in

(what the report has defined as) the "problem" of student organizations. While the Corps may be an important part of Texas A&M's rich history, the Corps is no longer representative of the student experience at A&M. Our fraternity and sorority community has over 3x as many members as the Corps, our student government is more diverse and representative than the Corps, and our extended orientation programs prepare students for the reality of Aggieland - interacting with students with differing backgrounds, experiences, and perspectives - while the Corps values uniformity, unwavering loyalty (even when activities and practices impact mental health, physical well-being, and emotional suppression). In a recent visit with professional staff in the Corps, it was revealed that there is only an 82% participant retention rate from first to second year, whereas Fish Camp, a student-led, student-run program, has a participant retention rate of 97% from first to second year (longitudinal retention data for Fish Camp is available). Finally, the US constitution and case law like *Healy v. James* (1972) afford student organizations many rights and responsibilities. The report calls for blatant impediment of those rights as well as diminishing the concept of the university as a "marketplace of ideas" which student organizations help foster. Student organizations are not required to agree with Texas A&M or espouse Texas A&M values or support Texas A&M traditions, especially those values and traditions that perpetuate white, heterosexual, Christian, and male experiences that were relevant 100 or 50 years ago. Our students have changed and the university must change with it. The most important role of student affairs is NOT to uphold tradition. It is to facilitate student learning, build life-long skills and competencies, and provide co-curricular experiences that expose our students to issues they will face in the "real world." Based on the report's assessment of student affairs, Texas A&M is no longer operating in the real world - they are trying to recreate a world that existed long ago and is no longer relevant to the students and their needs of today. Lake, P. F. (2013). *The rights and responsibilities of the modern university: The rise of the facilitator university*. Durham, NC, USA:: Carolina Academic Press. Rosch, D. M., & Collins, J. D. (2017). The significance of student organizations to leadership development. *New directions for student leadership*, 2017(155), 9-19. Sessa, V. I., Alonso, N., Farago, P., Schettino, G., Tacchi, K., & Bragger, J. D. (2017). Student organizations as avenues for leader learning and development. *New directions for student leadership*, 2017(155), 21-32.

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NA

I completely believe that our student groups need some re-direction. I think a complete overhaul of that process could be extremely beneficial AND an in-depth look at what organizations exist could be extremely beneficial. I have not been convinced we need 1,000+ organizations for quite some time.

I'm concerned about the recommendations around Diversity and Inclusion efforts in the executive summary. There are many ways we can support the "whole" student, especially when each student has different needs depending on their cultural identity(ies). If some faculty and staff think this programming is a waste of resources, then perhaps that underscores the need for improved diversity, equity, inclusion, and access professional development training throughout the system. I believe recruitment of students and hiring of faculty and staff from diverse identities would improve if more faculty and staff were further educated on this topic. Student Affairs is doing amazing work on the Galveston Campus, and I would hate to see those efforts weakened in any way.

I am very confused and concerned about the movement of Financial and HR services to be under the general campus wide areas. As a staff member who works in a business office in Student Affairs and does both HR and Finance duties, I am not sure where that leaves me and my department. It feels as though we will be siloed further into specific job duties and forced to pick one side instead of being able to work with our strengths as a unit and figure out how to best divide the related tasks. It also feels like it would create a lot of confusion about reporting structure and how we will continue to support programing and other areas. It is not clear if our duties will change and I cannot imagine a situation in which the daily work stays the same under the consolidation. If we are to be reporting via both a dotted line and solid line, it feels like there could be competing priorities and confusion around where loyalty lies.

In reassigning degree programs to other colleges, those in their current degree programs should be grandfathered in. My son is getting a University Studies degree within the School of Architecture. He applied to the School of Architecture and was accepted to that school. He has his reasons for pursuing the degree that he's chosen and would not have applied to the School of Architecture if that isn't where he wanted to be, having turned down acceptance to other architecture programs at other colleges. I know that he and I would find it very upsetting to see him bumped to the College of Arts and Sciences. Any reorganization should start with incoming students and not disrupt already established students and their degree plans.

I don't work with Student Affairs to provide feedback.

While the idea of re-organizing student organizations and helping them be more purposeful and developmental students is a good one. The cost of training, time, and extra duties to staff are high. Staff members would need to be trained on advising, they would need duties to rearrange or have duties taken off their workload altogether.

I feel the Veterans Service Office should remain as-is. Veteran students have unique experiences and unique needs that are best served by a veteran-specific entity with a sole purpose of assisting veterans. Texas A&M's approach to assisting veteran students is well-known, and the existence of the VSO overtly shows how TAMU cares for and supports its student veteran population. I'm afraid moving the VSO under student affairs significantly takes away from that, and will erode, or at the very least, dilute that important message.

The BIMS program needs to stay where it is. I was part of it, and work with many current students, and can tell you it is successful BECAUSE it is part of the vet school. It allows for an integrative program from undergraduate to professional students and research that gets and keeps students focus and interest on reaching their goals in a professional medical degree. The work they do with the veterinary hospital and research directly translates to work in human medicine also. The opportunities draw in and keep students on the track and successful. If realignment needs to happen, then move the ENTIRE veterinary program to the medical school. Don't cut the legs out of it and remove the most successful part. It will not continue to enjoy the same level of success if decoupled from the biomedical programs of either veterinary or human medicine.

Reporting structure is a big question when it comes to how department operations fit into the centralized process and who gets to set priorities, approve funding, etc.. Several department positions noted in the report provide more than just business functions, marketing functions, facility functions, etc. Trying to split out all these responsibilities will be challenging and someone still needs to perform the work. If they provide more than one function (ie. HR and business) where does that person go and who makes that decision. Communication and Collaboration is important and pulling everyone out from departments will impact negatively impact the effectiveness of the operation. There are also several departments, for example, the Becky Gates Children Center that provides scholarships to students which is funded by the division, where will the support come from if it is to continue. There are other examples within the division that have division support to enable them to operate.

Counseling services should absolutely move to Health Services Center. Too often we see that students cannot get the counseling services that they need in the timely manner than they need it. This is an issue that must be fixed immediately. We have students who need an appointment who cannot get one for 2-3 weeks. That is unacceptable. If these movements occur, please do not make these changes through Reduction In Force then having people reapply to the newly centralized positions. We have seen this in the past and it has cause severe consequences, to include but not limited to: loss in trust between employee and employer; poor mental and physical health of not only RIF'ed employees but the supervisors who had to inform the employees; low morale; and overall bad reputation.

In the Student Affairs section, I am concerned about your recommendations, "grounded in best practice and the student affairs research literature" (p. 40) when most of your own citations are a decade old or older. I do degree that the Division "provides a critical link to student success and the quality of the overall educational experience" (p. 40) On page 40, you note the ACPA/NASPA Competencies, which you seem to relate to "organizational design and structure of the student affairs function to achieve improved performance." The Competencies actually are functional area neutral: "The 10 professional competency areas presented in this document lay out essential knowledge, skills, and dispositions expected of all student affairs educators, regardless of functional area or specialization within the field" (p. 7, 2015). Using the Competencies as a rationale for reorganizing operational and service functions is unwarranted. When you talk about "High Impact Practice" services (p. 41), are you talking about the work of Kuh and others who focus on activities such as learning communities, service learning, etc.? I think high impact "services" can be very different than high impact practices (HIPs)/transformational learning experiences. Finley (2019) reiterated the work of Kuh and others that HIPs require high performance standards, a significant investment of time and effort over an extended period, interactions with others about substantive matters, experiences with diversity, frequent and timely feedback, opportunities for reflection, real world application, and demonstration of competence. Services, in my interpretation, provide more of a transactional experience (although some can be very meaningful), rather than a continued relationship for student learning and development to accomplish specific learning outcomes. Study abroad, first-year experiences, and undergraduate research are typically considered HIPs, although you did not cite any consideration of whether to move them into Student Affairs. On page 44, it appears that you are relating college knowledge

(admissions, financial aid, academic requirements) with HIPs as cited in Kilgo, Ezell Sheets, and Pacarella (2015). The purpose of their article was to “examine the relationships between high-impact practices and liberal arts educational outcomes” (p. 512) to know if there is a connection between nine types of HIPs and learning domains (critical thinking, moral reasoning, etc.). From what I glean from their article, they did not look at the college knowledge variables you suggest. In addition, first-year seminars and academic learning communities, where students might get that college knowledge, were not “significant predictors of any of the liberal arts educational outcomes” (p. 521). The Money Education Center certainly could/should increase financial literacy, but I’m not sure that pulling it out of Scholarships and Financial Aid is helpful to students without additional evidence. Was there consideration of moving all of Scholarships and Financial Aid back into the Division of Student Affairs, particularly if lack of financial aid/student finances can be a barrier to continued enrollment. The Scholarships and Financial Aid Office will shrink as you move areas out of that department. I am concerned about Student Health Services (SHS) and Counseling and Psychological Services (CAPS) moving out of the Division of Student Affairs. CAPS and SHS provide direct service to students, so they can be successful academically, physically, and emotionally, thereby “enhancing their experience” (p. 40). They are closely connected to other areas in the Division of Student Affairs which creates collaboration. I have some concerns about having them report to an academic program, which may, over time, change their priorities and funding. When you recommend moving CAPS and SHS to the Health Science Center “to provide additional access to a larger network of physical and mental health resources” (p. 45), are you referring to resources for the departments or resources to students? Page 48 indicates that additional medical personnel will be provided during high demand periods. Are those going to be new hires, or will you be asking current HSC faculty/staff to increase their workload? Where will they be housed physically, since Beutel and Student Services Building seem to be full? On pages 109 and 111, the report indicates that the Division of Student Affairs is “unorganized,” and without further clarification, I would not agree with that. Did you explore why the current departments are in the Division as part of the context for the recommendations? I do agree that there could be a review of departments that should be in the Division. While I agree that one of the most important roles is to “uphold tradition” (p. 111), I think that undersells the value of the Division in enhancing the student experience and supporting the goal of student success. Having SHS and CAPS in the Division is one example of improving student success. In particular, the Division provides applied learning, leadership, and engagement opportunities that helps students develop skills that future employers are looking for. There are always opportunities for increased training and development with students. I also think we have to pay attention to higher education case law, so that we are not at risk of lawsuits.

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Finding#2: As a former student and as supervisor I find that students that were involved with student organization leadership for organizations that are run primarily by the students are significantly more prepared for the workforce than those that were involved in university run programs.

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Rec #3 – integrate student health services and counseling and psychological services into Texas A&M Health. I was a student at University of Iowa who also has a medical school. Their student health service was part of the hospital/medical organization and I felt this worked very well from my perspective as a student.

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N/A

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How would Student Affairs collaborate with Galveston?

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N/A

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No comments

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With the exception of the Money Education Center, the other units aligned with the Career Center in the proposed Student Affairs organizational chart serve small, specialized student populations. This would appear to give lower priority to career services than they were given under the previous organizational structure within the Provost's Office. The Career Center should play an integral part in the success of ALL students, helping them to acquire and articulate the value of experiences that sharpen their career path focus, build their confidence and equip them to pursue a satisfying career. The Career Center also plays an important role in maintaining and building recruiting relationships with employers and facilitating student connections with programs and employers through informational and recruiting events. The impact of the Career Center should be prioritized and connected to the academic interests of the University to maximize recruitment and retention at a time when the value of an expensive college degree is often questioned. The current centralized Career Center model with embedded college-specific liaisons is effective and should be fully

supported. College-specific liaisons are able to draw upon the extensive resources and shared knowledge within the Career Center while meeting the unique needs of the student population they serve.

As stated above, regarding the recommendation to move the Veterans Services Office to Student Affairs, as the wife of a combat veteran, it is my opinion that veterans bring to their educational career a wealth of experience and challenges that are not found within the regular student body. Combat veterans have seen death and destruction, and have caused death and destruction, that no other people group has experienced, except for international refugees, and those are elements carried into their careers as students. As such there is a need for greater specialization in engaging with these students for their success that is best served by leaving the Veterans Services Office under the Office of the Provost.

The report does not make it clear what would happen to the current organizations located in the MSC and their reorganization with other student organizations. Why would OPAS be moved out of the MSC programs office to the Office of the Vice President for Academic and Strategic Collaborations? This is a student organization.

I support and agree with the recommendations to centralize HR and finance responsibilities, but an intentional effort needs to be made to maintain the roles that serve as the nexus for accounting and HR to intersect, which is its own role in my opinion.

Moving SHS and CAPS to the College of Medicine seems like a good opportunity to make sure our students get the very best care.

Recommendation #1 Student Affairs P.41 Move the Memorial Student Center OPAS Program to the Office of the Vice President for Academic and Strategic Collaborations • OPAS Administrative Staff are closely tied to the MSC OPAS Student Committee and advise them. o This committee is not a recognized student organization (Like all MSC Student Committees) and serves as an extension of an administrative department under the structure of the MSC and its constitution. o OPAS being an administrative and student organization allows us to get student organization rates when using the Rudder Theatre Complex for performances. o The Student/Staff relationship in OPAS also carry to the OPAS Board of Directors and their standing committees. (This is a great learning experience for the students.) o The OPAS Student volunteers provide ushering and ticket taking and front of house services that would be very expensive if Rudder Theater Complex had to provide these services. o For nearly 50 year, the OPAS Student/Staff partnership has provided many students life-changing experiences and in return contribute to OPAS in many ways as former students. o If OPAS is separated from the student committee, it will need to be determined if an advisor to the committee remains in the MSC or if the committee becomes a student organization under the Office of the Vice President for Academic and Strategic Collaborations. • OPAS has many endowments, of which several are directed to the student experience on the committee. • MSC Box Office is closely tied to MSC OPAS and is currently supervised by the OPAS Executive Director • Both MSC OPAS and the MSC Box Office provide a revenue stream to the operating budget of the Memorial Student Center. Recommendation #1 Student Affairs P.41 University Art Galleries to Academic and Strategic Collaborations • The Runyon Endowment, which funds a portion of University Art Galleries is administered by the department of the Memorial Student Center. This relationship is governed by a trust in the Texas A& M Foundation. The Foundation owns the Runyon Art Collection. • MSC Visual Arts Committee (a Student Committee within the MSC Department) produces exhibitions in the Reynolds Gallery and the committee pays University Arts to run security because it is contiguous to the Forsyth Center Galleries. Recommendation #1 Student Affairs Reorganization High Impact Practices (HIPS) P.41 • Many of our organizations currently have High Impact Practices (HIPS) and we will need to develop a common definition so all at the university are on the same page when we define and assess them. Overall concerns and impact on the department of Memorial Student Center • Programs and facility operations of the MSC have been decentralized since the 1970's . The department of the Memorial Student Center produces campus-wide programs and UCEN is responsible for the facility management. The relationship between the two are very important. • Access to facilities and the Theater Complex is important to the department of the Memorial Student Center mission of producing campus-wide programs.

Finding #1 - I am okay with integrating the 5 offices mention and agree with most of the removal/moving of the offices suggested. However, I do not believe Student Health Services and counseling should be moved to TAMU Health, nor should student financial services be moved. Finding #2 - I enjoyed the independency of the student organizations. It allowed for the students to organize and focus together without feeling direct pressure from the university itself. The way this is suggested, this is way too much involvement. While a liaison should always be there and someone should be aware of the organizations and their practices, having any direct involvement would be off-putting and take away from the "student" part of student organization. Doing this will result in more off-campus organizations (Student Bonfire, for example. While they are great at self regulating and monitoring their organization, this is an excellent example of



students being involved outside of university sanction.) Finding #3 - My disagreement to this was addressed in the academic realignment section.

I was disheartened to read of the consultant's view of the Division of Student Affairs. Widely regarded across the nation as one of the best Student Affairs Divisions, it was certainly disappointing to read that the Division is considered unorganized, etc. Having worked in units across the campus, I feel that Student Affairs is probably the most organized that I have ever worked for at Texas A&M. I would like to also voice my concerns over moving the Veteran Service Office to Student Affairs. First, the two veteran offices (VSO and VRSC) have been working in tandem to support the veterans for over ten years now. They both provide outstanding services and there is no reason to combine them. Moving the VSO to Student Affairs will have a negative impact on the veterans they seek to serve. National best practices have shown that two separate veteran office (VSO-benefits and VRSC - comprehensive support) are much more successful. Finally, why fix what is not broken? The veteran support at Texas A&M is the best it has been in the school's history...why change it for the sake of change?

Personally, I get excited by the prospect of change and the opportunity to re-think what is being done and to consider what can be done differently. However, change also needs to make sense. Unfortunately, several aspects of the Student Affairs portion of the report fall short of truly explaining the "why" related to the profound recommended changes. I outline my concerns in themes below: (1) Removal of Music Activities – As the choral and instrumental ensembles housed in Music Activities are considered registered student organizations, it seems counterintuitive to the report's second recommendation relating to the alignment of student organization management resources to further complicate the student organization and leadership experience by having these student organizations housed within a different administrative structure. Further, the Music Activities Center is truly a student space and not a performance hall. After reading the goals of the new (and eclectic) Academic and Strategic Collaborations unit, it seems that the goal of providing a more robust community-engaged performing arts portfolio is better accomplished through efforts towards building a new performing arts center. I do see a strong connection of the Music Activities student organizations to that larger goal, but I question the strategy and practicality of pulling in student musical organizations into the administrative structure of a new division when the larger performing arts goals could be accomplished through strong partnerships between Student Affairs and the new Division of Academic and Strategic Collaborations. I would hope that the goals moving forward would be to establish and support more robust cross-divisional partnerships rather than further perpetuate siloed activities. (2) The removal of Becky Gates Children's Center - The team at Becky Gates is top-notch and they provide a childcare service to faculty/staff/students that is unrivaled within our community and, frankly, nationwide. I have concerns that their proposed placement in the Academic and Strategic Collaborations will further stress their limited resources and capacity unless it is provided adequate resources to grow and meet whatever expanded scope is being considered by upper administration. The current director, Erica Ritter, is someone who should be pulled into conversations about the future of the Becky Gates Children's Center as she is truly a scholar practitioner in the field of early childhood development and an invaluable asset to this campus community. (3) The centralization of IT, Marketing, HR, and Financial Services – While I can appreciate how centralization of certain functions can bring about greater efficiencies, I worry that Texas A&M is too large and complex for this magnitude of centralization. It appears that the consultants defaulted to centralization via organizational structure approach rather than exploring what efficiencies could be possible via collaboration and policy approach to efficiency. That being said, I do agree that certain aspects of these areas make sense to be centralized, but we stand to lose a great deal of efficiency and responsiveness by removing some of these services from the local level (i.e. helpdesk, IT software development, and marketing efforts). As someone who has worked over a decade in Student Affairs at multiple institutions – I am concerned about the impact on the student experience and student support due to the foreseeable red-tape and bureaucracy that these centralizations will create and ultimately slow down our responsiveness to student needs. (4) The removal of Counseling and Psychological Services from the Division of Student Affairs - Nationwide, divisions of Student Affairs tend to house CAPS due to the embedded outreach and educational components that makes mental health services successful on a college campus. As the report mentions in Finding # 1, the current pandemic has impacted the work of Student Affairs and one of the main impacts has been the need for the Division of Student Affairs to embrace the gray areas of student support and assistance. As a result, Student Assistance Services (within the Office of the Dean of Student Life) has become a first stop for faculty, staff, and students for resources. This centralized model of support is one that is growing rapidly across the country, and what makes this approach to student support effective is the ability for Student Affairs staff to quickly connect students with mental health professionals. The expediency of these connections is reliant on two main factors (1) formal and proximate staff connections and (2) the ability of mental health professionals to understand (and

appreciate) both the work and the philosophical approach to student support in the profession of Student Affairs. Both factors are best facilitated by being part of the same divisional staffing structure as this allows for accountability in communication and consistency in the quality of service. While it seems that it's a foregone conclusion that CAPS, along with Student Health Services, will move out to bolster the Texas A&M Health endeavor, I hope that strong consideration is given to the opportunity to develop a dotted-line accountability and communication connection between CAPS and Student Affairs. (5) Overall quality of the report – I feel it is worth sharing my concerns about the quality of this report and some of the broad assumptions it made about the Division of Student Affairs' work. Particularly, I was dismayed to read that the consultants viewed the Division's work as disorganized and ultimately a "threat to tradition." Contrarily, I believe that this division does a fantastic job at supporting student leaders in carrying out the many important traditions on campus. The internal survey to campus stakeholders (located in Appendix 1) also supports that the Division of Student Affairs is widely viewed as an effective division in its work. I am perplexed by the consultant's perception that student organizations are running amuck and there exists significant concern about the risk this poses to TAMU. As someone who moved half-way across the country to serve in the Division of Student Affairs, I can confidently say that TAMU Student Affairs is known as a national leader in student organization support and development – especially related to risk management. It was disappointing to see a consultant (who conducted only one interview within our division) come to such an inaccurate conclusion. Is there room for growth and improvement – of course there is. There's room for improvement with any organization. However, this report fell short in accurately and fairly depicting the great work being done by hundreds of dedicated professionals. Again, I feel that this inaccurate appraisal of the Division of Student Affairs was a result of subpar methods in data collection and usage of literature (many of it dating back over 10 years). I would have hoped for more given the sizeable fee the university paid to this consultant group. As I mentioned prior, I do appreciate change and "shaking things up" and there are some elements of the Division of Student Affairs' report that I appreciate – such as the inclusion of the Career Center. I also can appreciate the boldness of some of the new directions this report recommends. However, I feel that a deeper dive is necessary to fully understand what all these proposed changes ultimately mean for the student experience and our ability (as a division and as a university) to appropriately serve our students and meet their needs.

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Recommendation 1, Reorganize Student Affairs. I agree with all elements of the recommendation except moving "music activities" to Academic and Strategic Collaborations to prioritize the relationship between Texas A&M and the State of Texas. What about music education and organization at Texas A&M is a state priority that would result in the state directing or deciding what music programs and performances are appropriate for students. The justification for the move in this section is even worse than the one under Academic and Strategic initiatives! Recommendations 2 and 3. I support, especially any opportunity to better support counseling and mental health services to our students.

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The Public Policy Internship Program is an academic experience, not a student affairs experience. Moving it will create friction that will ultimately undermine the efficacy and value of this program. If the intent is to raise the profile of the Bush School, why not move PPIP there? Why not leave it in Academic Affairs under Undergraduate Studies?

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MSC OPAS was recommended to move out of Student Affairs and into the Academic and Strategic Collaboration's area. Student Affairs supports OPAS well currently in regards to the student committee associated with OPAS. It would be of the highest importance to ensure the student committee component is protected and offered growth opportunities within the recommendation. From a facility stance, the student committee aspect provided 'student rates' when booking Rudder facilities. If that status was lost the cost of venue rental would cause severe budget strain. The student committee is also the day-of labor in terms of ticket scanning, ushers, greeters, etc. it would not be cost effective to hire out personnel to work our level of shows. MSC Box Office was not mentioned in the report but is an integral part of OPAS' success. The oversight of the box office allows seamless season purchasing, single show, etc purchasing options to our devoted patrons. It would be very difficult to work with an external box office to manage the rigor of ticketing and seating we curate to our donors and long standing patrons. Further clarification on the funding structure changes would be helpful. OPAS currently pays all their own bills (office supplies, copy machines, phone service, etc) and writes a check back to the MSC. Would the move alleviate some of those expenses as well as offer more financial support? Along those lines, where would accounting and contract support reside? The MSC offers exceptional accounting support to us.

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Not enough insight to comment.

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Centralized advising requires advisors to know a little about a lot of degree plans instead of know a lot about a few degree plans. Student who have centralized advising models find that they get a variety of answers with little to no consistency. It would be a mistake to take away specialized knowledge in advising and replace it with generalized

knowledge.

Generally agree. I would add that significant investments should be made in the Career Center, and the focus and effectiveness in this area should be a top priority. Having TAMU students struggling to achieve career goals after significant investments have been made in higher education should not be common practice.

This feedback pertains to the MGT Recommendation (pp. 43-44) to integrate and import the Veteran Services Office (VSO) to the Division of Student Affairs (DSA). In the rationale, the MGT Report referenced research suggesting improved efficiency and increased effectiveness to reorganize according to "shared purposes and service offerings." I respectfully ask our campus leaders NOT to implement this recommendation for the following reasons: - Based on my research on the 102 years of veteran support at TAMU and after nine years of leading/building the Veteran Resource & Support Center (VRSC), this recommendation, if adopted, will significantly reduce efficiency and effectiveness by misaligning critical functions. This recommendation has the potential to significantly degrade the substantial progress that TAMU has achieved over the past decade in support of those who have served! - Point #1 - Contrary to the 'intuitive myth,' the VSO (SFAID Office) and the VRSC (DSA Department) do not share the same mission or functions.

- o The VRSC is focused on holistic veteran support through extensive campus/community collaboration but also provides minimal services to military dependents.
- o The VSO is focused on educational benefit processing; the majority of their support is for dependents.
- o While there is some overlap, these offices perform vastly different functions and require very different skill sets and campus partners.
- o The following is from the Bush Institute Playbook for Campus Veteran Service Providers that will be published in the near future. It outlines the (often misunderstood) components of veteran services in higher education. Student Veteran Services - Understanding the Key Components: Effective student veteran support requires the dedication of resources for two distinct functions; certification of educational benefits and resource or support programming. The certification of GI Bill benefits (and in some locations, state educational benefits) is a complex process with dynamic regulations that often dominates the focus of campus veteran services to ensure financial aid compliance. Think of this component as the "science" of student veteran support. The resource and support programming area typically includes all other student veteran services except benefit certification. The Community College Research Center at Columbia University categorizes non-benefit support services into three areas; academic, nonacademic, and career. Think of the resource and support programming as the "art" of student veteran support. The ability to adequately resource and balance both the science and the art components is the hallmark of campuses with leading student veteran services and ultimately, higher student veteran success rates. - Point #2 -The educational benefit processing is naturally aligned with Financial Aid (not Division of Student Affairs) functions. Moving the VSO to student affairs will require benefit processors (who will be DSA Staff or supervised by the DSA) to constantly rely on Scholarships & Financial Aid (SFAID) for the following:
  - o Access to SFAID screens in COMPASS
  - o Cross-Training on Financial Aid Awarding and Adjustment Procedures
  - o Access to student transcripts, admissions files, SFAID and billing records
  - o Assistance for compliance audits- Point #3 - The VRSC support is naturally aligned with the Division of Student Affairs. The rapid growth and sustainment of services provided by the VRSC is best facilitated by close collaboration with numerous DSA departments. Over the past nine years, the VRSC has enhanced student support through extensive work with every DSA department. - Point #4 - What is this recommendation trying to achieve? The report identifies efficiency and effectiveness as the desired outcomes. I believe that this recommendation is about a decade overdue. The efficiency and effectiveness of TAMU military-affiliated student support has been significantly enhanced over the past nine years with the establishment of the VRSC and its collaborative network (to include the VSO).
  - o TAMU has supported these students since 1919. There is significant evidence that this support was critically deficient in at least four post-war eras (WWI, WWII, Vietnam, and early post-9/11) under a "single-function" or centralized model of support. This recommendation will actually (again) degrade both programming and benefit processing efficiency.- Point #5 - The current structure has created unparalleled success in the history of our campus. After the VRSC was established, the VSO's ability to focus solely on benefit processing has dramatically improved compliance/audit results (a nearly perfect record of zero findings in the past few years). The VRSC's ability to focus on holistic veteran support has produced a unique 'Application to Vocation' programming support model that produces new best practices for our TAMU System, state, and nation. Additionally, the VRSC's singular focus has enabled the staff to raise nearly \$20 million in support of our student veterans and their families. Efficiency and effectiveness are at an all-time high! - Point #6 - Adopting this recommendation at TAMU would contradict the prevailing veteran services organization/structure at the majority of the 20 peer institutions identified in the MGT Report. Of these 20 campuses, 13 have decentralized services (similar to TAMU) for their military-affiliated student

support functions. (NOTE – None of these MGT Report peer institutions are in Texas. Due to the added tasks and complexity of reporting (and compliance) for the Hazlewood benefit, Texas campuses have an even higher rate of decentralized services). - Point #7 - The MGT Report does not address the imminent changes that are already underway for veteran services at TAMU. o With the new Aggie One Stop office (full operational capability scheduled for January 2022), the VSO will make significant changes to increase efficiency and effectiveness for all students, to include military-affiliated students. o The VSO will no longer be a named entity within SFAID. ¶ The staff who process military benefits will remain part of SFAID, however, the forward facing assistance for any question related to military benefits will be handled through the Aggie One Stop. This will allow the benefit processors to more efficiently focus on processing instead of direct customer service. ¶ The elimination of the named “VSO” will also eliminate any remaining confusion about the services provided between the VSO and VRSC. Your support in this matter is critical to sustaining TAMU as the destination of choice for student veteran success. While we have had much success in the past nine years, we have too much left to do. Adding the VSO to the DSA/VRSC would take Aggieland back to a time when we were not a national leader in this critically important area. If you remained convinced that this recommendation should be implemented, I invite you to visit with the VRSC and the VSO leadership. I am confident that we can provide a unique insights that will change your opinion. We are collectively in agreement and extraordinarily passionate about NOT erasing the progress of the past decade. THANK YOU for your careful consideration about how we Serve Well Those Who Have Served!

As a member of DSA the recommendations appear to be quite sweeping. I acknowledge the benefits that can be gained with integrating CAPS and SHS-I believe this is a best practice and will serve students better than our current model. And if moving these functional units to TAMU Health will accelerate the growth that is desperately needed to serve the growing student population then it is absolutely the right thing to do. CAPS and SHS historically have been integral partners with other DSA departments, particularly in the areas of student conduct and behavior issues. These partnerships and collaborations should remain intact if at all possible to avoid silos that can increase the threat to campus safety (think Virginia Tech-Mr. Cho). Both CAPS and SHS serve on the campus-wide threat assessment & student behavior teams which should continue. It is interesting that the consultants note that in 90% of the institutions they used for comparison, SHS and CAPS were in student affairs. However, I do see many opportunities for staff growth with moving the organization under a College of Medicine and a significant opportunity to expand the educational opportunities for our professional students within the HSC. An important concept to understand is that SHS and CAPS are not just another clinical operation. The missions of the organizations are to support all students so they can be academically successful, not just those who have insurance or those who can pay for the care. Within the other recommendations made about DSA I know that some of those changes have been tried previously with limited or no success. Hearing from individuals who have been part of these previous endeavors will be important when crafting the course for the new alignment.

I don't have any feedback for this section other than to say the moves, generally, make sense to me.

As a 30 year employee of Student Affairs, I have experienced many changes and departmental evolutions. Some have provided enhancements, while others have negatively effected the operations and services of departments and the Division. Student Housing is a vital part of Student Affairs. A student's home provides the base of their life and their success. If that home is not in the best condition and doesn't provide the student safety and comfort, the student can not perform to the best of the their abilities. In order for Student Housing to be the best it can be, it needs all its resources and services under it's control. The Director needs to have their own facilities and Business services providing to the needs of the Department. While I understand the centralization of processes and their benefits, often the centralization of services does not provide the best outcomes. The Division of Student Affairs centralized IT services years ago. Student Housing had 6 IT professionals dedicated to our services prior to this centralization. The Department's services and operations suffered greatly. It became difficult to get computers serviced, functions accomplished and databases managed without our own IT. Positions will eventually have to be created to perform services lost by these areas, ending up costing the departments more. I firmly believe centralization will have a negative effect on the operations and services of the Division. I am unsure of the thought process behind Counseling moving to the Health Science Center. I feel they provide services related to Student Affairs. I am sure their staff receive continuing education from Health Professional. The Memorial Student Center seems to belong in the Student Affairs due to student groups it supports and the "other education" provided. As for Student Affairs Communications, I believe that to provide the best service, the Division needs a dedicated marketing group of it's own. People are invested and

dedicated to the individuals performing the evaluations and pay. I believe services will be lost. The Division needs their Accounting and Human Resource professionals. As experience in the IT Centralization for the Division, people performing those duties lose sight and become disconnected from the Departments. You can centralize processes without removing the supervision of the functions from the Department and achieve success.

Centralize Undergraduate Academic Advising This would not serve our students well. Although economic efficiency might be achieved, access for our students to advisors with more than a surface understanding of various disciplines is at risk. Provide more support to decentralized advising to better ensure our students know their options and are supported/accountable throughout their undergraduate careers. Create an Office focused on Improving Recruitment and Retention of Undergraduate Students Expand the Student Success Center support programing and offer the FYFX Hullabaloo U course as a year-long class.

More Diversity initiatives. More inclusion on campus. Make all people feel welcomed. Create a culture that is not only based on tradition but acceptance.

Consolidating academic advising would be a HUGE mistake!

No opinion.

No comment

From a risk management perspective, I support the recommendation to require more oversight and accountability to large, student-led organizations, events, and activities. However, it seems like over emphasis was placed on one student organization (Fish Camp) over other student organizations.

While it saddens me to see CAPS and SHS leave the Division of Student Affairs, I understand the reason behind it.

The revisions to Student Affairs will help strengthen and better focus its mission and impact. Those departments or units being removed are better suited elsewhere, including the department I work for.

I support the suggestions in this section.

I agree with the organization recommended.

Centralization of academic advisors is not a good idea. Centralization only works if it is staffed properly and the staffing increases as the work load increases. Centralization also leads to cuts because the function is a big target during lean times and historically the cuts will never be replaced. Students deserve the attention and direction good academic advisors can give them. Sure streamline the process for changing majors if that is problem, but don't take the focus off the student/advisor interaction.

None

Money Education from Scholarships & Financial Aid to Student Affairs. The MGT reports speaks to student debt in relation to the Money Education move to Student Affairs. Student debt and Money Education align in Scholarships & Financial Aid(SFA). Within SFA purview the coordinated efforts to address financial literacy topics such as budgeting, student loan repayment, and other important financial literacy topics that can be taken with a student for a lifetime. SFA was able to secure funding for the Money Education Office to support the THECB's 60 X 30 plan as we work to reduce debt, lower the loan default rate and ensure general financial literacy for college students. Having more instructors to teach the AG EC class which is the core curriculum course can certainly reach more students and have an impact. MEC reaches a large number of students now, and has connected with many student organizations, as well as Hullaboo U and first year experience classes. Perhaps a good discussion on where we want Money Ed to propel is the starting part, instead of an all out move from SFA. Again happy to discuss.

All good. Making best use of the resources of the Health Science Center's professional students to support student health services is both logical and an excellent learning opportunity for the professional student.

This realignment makes sense to me.

It is a great move to pull recruitment away from admissions and put into the new Academic and Strategic Collaborations office. Recruiting students to Texas A&M is part of a larger picture of A&M presence in the community and building lasting impact for that community. Centralizing Advising is not a good idea. There needs to be better communication among the upper administration and the colleges, but there are too many nuances for each college for centralization to

be effective. Advisors need to be specialized in their field.

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These seem like good ideas. Should all of the Jordan Institute should stay in Student Affairs given the overlaps with Study Abroad and Financial Aid? Should the University Youth Programs office stay in Student Affairs? Seems like a good fit to move the Health Center and Psychological Counselling to the health focused component of campus.

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No input to provide

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Students may chafe under more oversight but may accept the challenges if new structuring is appropriately presented.

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Student health and CAPS needs to be together, it can be hard for students to know who to contact or where to go if they need a particular service especially if they are going through a rough patch. This way it is easier for someone from the health office to direct them to CAPS it that is where they need to be. I know as a student they would tell us to fill out a questionnaire/survey after/before our appointment that would asses how we were doing mentally and if it was not good I wouldn't take the time to go find the CAPS office I would just not take action and go on with my daily life, I think if students have the resource in the same place they are more likely to go.

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Student programming in the Memorial Student Center was created to meet education needs - to provide real world experience for students. To the degree there are serious failures, that reflects poor training or supervision of advisory staff. Address the staffing needs, rather than destroying the educational opportunities for students.

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Centralizing IT, HR, Communications, Finance, etc. are terrible ideas. Nobody likes contacting a centralized office for those things and waiting for a response from someone across campus who doesn't know them, their department, or their specific needs. It makes for terrible customer service.

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Student veterans would lose a tremendous advantage should the Veteran Services Office (VSO) move to the Division Student Affairs. The services that the VSO provides are heavily processing and compliance driven. The VSO's primary function is military education benefit processing and certification. As noted in the MGT Report, the primary focus of the Division of Student Affairs (DSA) is student development. It is correct that at present there is an office within the DSA that serves veterans- the Veteran Support & Resource Center (VRSC). However, the services of military benefit processing by the VSO go well beyond veterans alone. In fact, the student veteran population served by student affairs (the VRSC) is only a fraction of whom the VSO serves when you consider the additional 3000 dependents who are eligible for VA, Hazlewood, and the Texas Armed Services Scholarship Program (TASSP) funds. There is no duplication of effort nor responsibility, other than two offices presently having "veteran" in their name. The Student Affairs and VSO campus networks and dependencies are VERY different. The VSO (a part of Scholarships & Financial Aid) collaborates with EIS, Registrar, and Student Business Services on a daily basis to effectively and efficiently process military benefits. Thanks to the well-established collaboration of the aforementioned units, the student benefit request process is automated, and all documents are uploadable to the financial aid portal. Students (although welcome to) do not need to visit the VSO to receive military benefits/services/assistance. Benefits processing is an enrollment management initiative, not a student development initiative. Not only does veteran benefit processing fall under Scholarships & Financial Aid (SFA) in the present organizational structure, it also is a part of the Banner (Compass) Financial Aid module. All eligibility/processing/forms fall under the financial aid security structure in the System. And, because VSO is a part of SFA, the VSO is able to (1) facilitate/collaborate for professional judgment for cost of attendance increases, (2) provide assistance with federal, state, and institutional aid, and (3) identify additional eligibility opportunities (emergency aid, TEXAS Grant, etc.) to maximize college financing for students who also receive military education benefits. Because the VSO is a part of SFA, funds can be awarded to assist students with educational expenses- determining eligibility and solving problems on the spot. Further, the VSO has a heavy emphasis on reporting and compliance- from Veterans Affairs as well as the Texas Veterans Commission, and the Texas Higher Education Coordinating Board (THECB). Hazlewood utilization is monitored and reported several times a semester. The VSO manages this. The VA conducts compliance reviews (audits) almost annually with the four facilities we certify benefits for- GV, HSC, Law, and CS. The VSO manage this. And, the VSO facilitates the eligibility determination and processing of the Texas Armed Services Scholarship Program with THECB and HHLoans. Scholarships & Financial Aid has the knowledge and experience to support this. There have been minimal to no findings on any reviews in recent years. There is no similar infrastructure within student affairs to support this. Finally, the MGT report provided no reference to the Aggie One Stop which has launched and will open its doors January 2022. Not only will the Aggie One Stop provide access to services provided by Admissions, Registrar, Scholarships & Financial Aid, and Student Business Services, it also will provide military education benefits customer service. In moving the VSO service component to the Aggie One Stop, students receiving military

education benefits will have even more resources available- all in one place. As a result, the remainder of the processing staff will be able to devote more time to process improvement and efficiencies in an already very effective system. In fact, once military benefits customer service moves to the Aggie One Stop, there will no longer be a need for the VSO to be its own office/have a separate identity. It will simply be one of the teams within Scholarships & Financial Aid, whose specialty will be processing military education benefits. Although the benefits processing staff will still communicate with and provide assistance to students, it need not maintain the name Veteran Services Office. The VSO is truly a benefits processing unit with a robust and successful infrastructure. Benefits processing is a college financing opportunity, not a student development affair. It would be regrettable to dilute the true function and efficacy of either student veteran programming or benefits processing by pulling the VSO into a unit that serves a very different mission. I highly recommend keeping the Veteran Services Office (military benefits processing team) anchored with Scholarships & Financial Aid to preserve and facilitate program integrity and to continue to amplify student access to funding for education.

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Student Affairs is an exercise in strange bed fellows. It does require realignment.

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i do not have enough background to provide information.

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Moving advising to a hub is terrible. This takes away the experience for our students working with advisors that are committed and have knowledge of programs. Moving this to a central hub will be like herding livestock.

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I am appalled at the number of changes that were made as this "study" was being conducted. That demonstrates a staggering lack of rigor. It is the equivalent of counting the number of clowns coming out of the driver-side door of a car when they are circling behind you and re-entering on the passenger side. Again, I feel that the notion to treat the Aggie Band differently than the rest of the Music Activities is punitive. I would be curious to know if there was any consideration was given as to why the Student Housing facilities staff was intentionally kept separate. It is a safety precaution.

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I was not aware of the AVP position. The proposed shifts make sense.

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
I am a staff member and supervisor that provides HR and Business Services to several departments within the Division of Student Affairs. HR and business services are more than processes that are handled in a centralized office. HR and business services are not two independent jobs, but are in fact, totally intertwined which is what provides the in depth service that is essential to success for our departments. To view these as separate jobs is missing a very important piece of the bigger picture of service. To streamline, especially in a university of this size, does not always result in more efficiencies, but in fact fails to provide an in depth understanding to make decisions regarding budgeting, HR, and forecasting to name a few. The need for in depth knowledge for guidance on spending, HR actions and their impact, is crucial for departments. Without this, the result is that departments are not able to focus on their expertise they were hired to do, but would spend time with duties and impact decision-making that is not their level of expertise. Only understanding one angle – business or HR - is not understanding the full picture of a department and how to best advise on actions. The uniqueness of each department/division requires business/HR people to be present in each area to provide that crossover knowledge specific to those needs and not reporting to a centralized area performing designated tasks or one area of focus. Another aspect not considered is the effect when you silo employees to become only knowledgeable in one area of duties (HR or Business). This does not allow for a well-rounded employee or a model that promotes growth to advance in one's career. It also does not allow an employee to have a full picture of departments or possess the knowledge of how one area affects the other. Staff are not task workers, but are in career paths and want growth opportunities. I, as many, have sought degrees in these areas and bring a level of expertise to HR and Business, making our division, and in turn the university, successful. As a supervisor, the separation of duties will result in retention and motivation issues as employees become stagnant and are not challenged. I urge you to look further than the surface on separation of duties, centralizing staff into HR or business, and the result of what inefficiencies this will cause. As a leading flagship institution, we should be setting the path, not following one.

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As a Business Coordinator in the Office of the Vice President for Student Affairs, I have some concerns regarding the recommended changes to the university. While looking at the scope of work done by our office, we are more than individuals completing a single task at a time. We, as HR Liaisons and business services representatives, have spent years cultivating intentional relationships with our departments to become a resource they can trust and on which they rely. Due to these relationships, we thoroughly understand the specific organizational goals of each department. When assisting with processes, whether budgetary or human resource related, these departments trust that the betterment of

their work environment is our top priority. If business services and human resources are centralized as stated in this assessment report, building relationships with departments is no longer facilitated, and the services provided will not be as effective or valuable. When personal relationships are not formed and the organizations goals are not understood, how can an individual assist in any process, financial or personnel related, and be efficient or effective? Additionally, an overarching theory of organizational effectiveness is as follows: what works for one, will not work for all. With this in mind, comparing Texas A&M to other universities does not feel representative of our mission statement: “. . . Texas A&M University seeks to assume a place of preeminence among public universities while respecting its history and traditions.” In order to surpass like universities, why mirror their structures? After reading this report in its entirety, these recommendations do not align with the overall goals of Texas A&M University. Furthermore, it appears the recommendations made in this assessment in regards to business services within the Division of Student Affairs overlooked the importance and quality of service we provide. The complete effects of these changes were not considered, nor was anything assessed sub-surface.

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 • The reorganization largely makes sense, with the exception of Marketing and Communications with is a whole mess.

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I fully support the recommendation to expand the Money Education Center under Student Affairs. I have managed the Money Education Center for the past 5 years and although we have created one of the most effective and efficient financial education centers in the nation, we have always been significantly understaffed considering that our goal is to serve all 70,000 students. Money is the primary reason students come to college (the additional \$1 million dollars they will receive in lifetime earnings), and as the report states, it is also one of the top reasons that they withdraw. Withdrawal not only threatens students' lifetime earnings, but also Texas A&M's retention rate, graduation rate, and student loan default rate (non-completers represent a large percentage of our defaulters). Financial education is utterly critical to student and institutional outcomes. This is why our Center has developed programming, partnerships, and even a 3 credit hour course to strategically support both the masses as well as the students who are most at-risk of withdrawal. As a result of our efforts, our Center has been recognized by the Texas Higher Education Coordinating Board, the Department of Education, and the U.S. Treasury. Despite the success of our small team, it was decided within the last year that our Center and positions will be repurposed to serve the new Aggie One Stop which opens January 2022. Due to the staffing needs of the Aggie One Stop, our team is currently slated to be reduced and split up, and each of us as individual staff members will be required to spend a significant amount of our work hours focused on non-Money Education duties. The Money Education Center will also be moved off of main campus and out to the Aggie One Stop at the General Services Complex. As an optional student service, this off-campus location will make it much harder for us to engage with students. All of these changes will dramatically reduce how many students we are able to reach and how effectively we'll be able to educate the ones we do reach. This is heartbreaking since we have been told by thousands of students, Aggie parents, staff members, faculty members, and other University stakeholders how important our work is, and how grateful they are that we do it. Please approve this recommendation and give the Money Education Center the staffing, resources, and support it needs to give all of our students the financial education that they deserve.

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Growth of the Money Education center is important as what they do can help a lot of students.

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I'd like to reiterate a few points and add personal input. "A high internal staff turnover rate, a relatively small pool of qualified potential employees in Bryan/College Station, and the recent increase in remote job offerings nationally spurred by Covid-19 are also threats to retention." Add the fact that Austin, Dallas, & Houston are nearby and offer more opportunities for diversity, adequate compensation and promotions, and Texas A&M will continue to lose qualified talent (e.g. faculty, staff) to those more progressive areas that can meet their needs and support their interests better. I also believe the high turnover directly impacts the university's reactive response to crises and an "ever-changing landscape" when really a university this size should be fostering a proactive perspective for creating processes, developing initiatives and programs for a diverse student population, retaining high-quality talent, etc. Another factor that impacts the university's ability to recruit/retain talent is an overwhelming preference for and weight placed on having a graduate-level degree for most entry level positions where the salary range consistently trails behind the national average and isn't often readjusted for cost of living. I think not offering degrees to staff contributes to the inability to retain good staff. It sends the message that higher level degrees are important for advancement here, but we won't fully support your efforts to climb the ladder. I do know that A&M has increased the amount of aid provided to employees seeking a degree and offers educational release time to allow staff to attend classes. I think it's a step in the right direction, though, departments seem to interpret the educational release policy differently which means it's not



being applied consistently. Sometimes that inconsistency even occurs within a department.

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Recommendation #2: Align student organization management practices to ensure transparency and accountability - wow - this sounds like we want student activities to be staff-led rather than faculty led, which is extremely counter to the Aggie experience. Recommendation #3: Integrate Student Health Services and Counseling and Psychological Services into Texas A&M Health is rather complex in that discipline-specific experience would be readily available, the focus of wholistic student health cannot be accomplished without the direct line to the Division of Student Affairs. SHS and CAPS are not just services - personnel in these areas draw close to student affairs scholar-practioners across the division to identify trends and assist students accordingly. A move of these units out of the division may result in student experiences become transactional rather than developmental which would result in a loss of the wholistic student health approach.

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The restructuring of Student Affairs makes logical sense. Student organizations need more transparency and accountability. Integrating SHS and CAPS into TAMUHealth makes sense.

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Student Affairs has been an outstanding partner for decades with other academic and staff departments. Dependencies on Student Affairs run throughout the university. Reorganization should be done very carefully because unintended consequences are likely to be significant. Finding #2 is contrary to legal advice with respect to student's rights to assemble/associate and self-determine their agenda. Too much university guidance will result in push back from students and may produce results that are at odds with this report's stated rationales. The greatest challenge that SA had was the individual hired to lead that organization. The President accepted his resignation and he is no longer the problem. Hire an experienced Student Affairs professional to lead the organization...do not promote a commandant to the permanent position. The experiences and skill sets of the military do not translate well. Student organization/student activities staff challenges are primarily challenges of staffing and resources. 1000 student organizations cannot be effectively managed with existing staffing numbers.

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I have no opinion on these changes. They make sense to me, but I do not feel strongly one way or the other.

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No comment on student affairs, however, I believe that the students should have proper representation, proper services provided to them, and should be protected in a responsible way. They are adults and should not be coddled but should be helped when needed. I also think that all students should have to take a traffic safety course because they walk out into the crosswalks or ride their bikes, scooters, skateboard or whatever like they don't have to follow traffic safety laws. I am afraid that one of them will get killed or seriously injured one day.

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I found every recommendation to make perfect sense and agree.

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1. I do not agree with the move of the Veterans Service Office (VSO) into Student Affairs. In my experience, the VSO manages Hazelwood benefits, Veterans Affairs benefits, and the Texas Armed Services Scholarship Program. These items fall more clearly under Scholarships & Financial Aid, where the VSO currently resides. 2. The Money Education Center is planned to move to the General Services Complex (GSC) which is at Wellborn Rd and F&B Rd. This is a completely inconvenient location for students to get assistance, as they must drive or take the bus. This inconvenience will be a severe limitation to the impact that the Center can have on students. 3. Fish Camp originally taught Aggie Traditions and Aggie Core Values. Recently, I have heard stories of LGBTQ+ indoctrination and promotion, which is unacceptable. Respect for diversity is one thing, but promoting the agenda of one group over others is inappropriate and unprofessional. I would not send my child to Fish Camp in its current form.

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n/c

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Making some of these changes will make it more efficient for Student Affairs, and allow it to re-focus it's mission. However, many of these components are tightly integrated and contribute greatly to the success of student affairs. I would once again, recommend caution on implementing many of these recommendations.

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I completely agree with the reorganization of student affairs. Would the Office for Student Success also be housed in student affairs?

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I agree. many redundant services across campus. Why does the School of Public Health have its own Assistant Dean of Student Services? Not necessary.

(it's holistic, not wholistic I believe)

With the exception of the Money Education Center, the other units aligned with the Career Center in the proposed Student Affairs organizational chart serve small, specialized student populations. This would appear to give lower priority to career services than they were given under the previous organizational structure within the Provost's Office. The Career Center should play an integral part in the success of ALL students, helping them to acquire and articulate the value of experiences that sharpen their career path focus, build their confidence and equip them to pursue a satisfying career. The Career Center also plays an important role in maintaining and building recruiting relationships and facilitating student connections with programs and employers through informational and recruiting events. The impact of the Career Center should be prioritized to maximize recruitment and retention at a time when the value of an expensive college degree is often questioned. The current centralized Career Center model with embedded college-specific liaisons is effective and should be fully supported. College-specific liaisons are able to draw upon the extensive resources and shared knowledge within the Career Center while meeting the unique needs of the student population they serve.

I fully support all of the recommendations provided by MGT as it relates to Student Affairs. I do not work in that arena but the recommended solutions appear to address the reported findings.

No Comment.

I feel that any area that works with students, and their affairs, should fall under Student Affairs. The upkeep and maintenance of their on-campus housing relates to their comfort which can affect their physical and mental health - all these should fall under Student Affairs.

I am not in a position to provide good insight into these changes.

I only receive emails and have not had any interaction with this office.

Where will Counseling and Psychology Services and Student Health Services fit in Texas A&M Health? As separate stand-alone Departments, or would they be placed under a current College or School? Once again, the report is vague.

Consolidation of Student Affairs will hopefully provide for an easy transition of students from TAMU programs to HSC programs. I feel that Student Affairs will be better able to serve student needs with an enhanced ability to collaborate across the entire organization to develop best practices to enable success.

this is desperately needed

N/A

I agree that there needs to be more coordinated oversight of student organizations.

No comments.

The proposed moves to DSA - Career Services, Public Policy Internship Program, Money Education Center, Aggie Honor System Office, Veterans Services Office - will greatly help students and a big plus.

The recommendations for student affairs seem to be in line to help the students.

I worked for the Vice President of Student Affairs for 6 years as an IT Manager for 5 of the Departments within SA. IT Staff at that time started a grass roots intuitive in 2000 to implement an IT consolidation plan, moving all IT Depts. into one Active Directory Forest with many underlying Departmental Organizational Units. It was not a welcomed plan. However, with my inside knowledge of the operation there is obsoletely no reason why this would not work.

3. I appreciate the recommendation to incorporate student health services with TAMU Health with a focus on holistic health. Greater emphasis and ease of access for mental health services is crucial for student support.

no opionion

No comment.

- Strategically adding new units to the Division of Student Affairs makes sense - the focus of Student Affairs should be on programming that enhances and supports student learning, development, advising, and leadership - Integrating Career Services, Internship Programs, Money Education, Aggie Honor, and Veterans Services aligns well - The linkage of moving

University Art Galleries and the Children's Center to Academic and Strategic Collaborations isn't apparent - this looks better aligned with Student Affairs - I have been through several IT consolidations in my 25 years in the military and recognize the value of consolidating IT services. There are several functions that can more easily be consolidated without significant detriment or loss of value to the Division of Student Affairs while other functions could set student programming back several years. More detailed comments under Information Technology - It is important to note that Residence Life provides a significant amount of programming that is very closely integrated into student housing - living and learning is very closely integrated with today's generation - this should have a further detailed analysis before decisions are made in this area. - Why not consolidate Student Life Studies into the Office of Institutional Effectiveness and Evaluation? I believe these are very similar functions and efficiencies can be gained - TAMU has a much larger presence of Student Organizations than most universities. Comments in the report on "establishing student organizations as semi-professional entities" is correctly stated. The technology and staff support provided to these organizations is very complex and should be taken into consideration when considering IT consolidation - Moving Student Health and Counseling Services to TAMU Health makes perfect sense and will yield efficiencies for the university and increase continuity of care to TAMU students.

No comment.

I love the focus on student success and retention. Student orientation information should be presented by the appropriate units, not by student leaders within the orientation. Much is lost in translation using the latter. Holistic health services are a great idea. Helping students be aware of services offered is essential.

In looking at the recommendations of what Student Affairs should be, especially in the Strength/Weakness analysis, the removal of Music Activities is precisely the wrong move. Providing student leadership development under the very hands on supervision and guidance of the professional staff is exactly what the bands, orchestras, and choirs of Music Activities do. Moving Music Activities from Student Affairs would be removing the department which provides what the report indicates Student Affairs should be doing perhaps the best of anything in Student Affairs. I can't help believing that the recommendation was made without an understanding of what Music Activities at Texas A&M actually is.

Makes sense, although I am unsure why the Corps isn't absorbed into the org chart and is left as a subset.

Missing from this is how we can keep Aggie graduates in the community. Often graduates will move away for jobs. How can we help keep them here long term and help the university.

N/A

With integrating CAPS and SHS with TAMU Health Science Center, my hope is that it would not mean a physical move to Riverside Parkway. Being back on main campus in the SSB has helped increase accessibility to counseling services for students. I fear that moving 5 miles away would have a negative impact on students ability to access CAPS.

I strongly urge the University to do anything possible to improve access to mental health resources for students, especially affordable counseling. It can make a huge difference in a student's experience and success at Texas A&M to have that kind of support during what can be a very challenging part of life.

I support the opportunity for Counseling service and Student health to move under TAMU health. This will provide greater collaboration and access to needed mental health resources that TAMU Health can provide. I look forward to seeing these changes on campus and the benefits that it will bring to the student body.

Not enough knowledge of this area to provide meaningful feedback.

I am a strong advocate for the Money Education Center to be moved under Student Affairs. It is currently under the new Aggie One Stop at the GSC building. The ME center's outreach and impact on the university community will be severely limited for the next two years.

At a minimum, maintain dotted-line relationships for accountability for Marketing/Communication, Facilities, and Information Technology. Preferably, these units should be kept in-house to maintain flexibility to respond to unique needs of the Division.

I agree with a support the recommendation made by MGT. DEI is of critical importance for campus and should be seriously considered and pursued.

N/A

I agree with the findings in this section.

## Student Affairs - Student

Please provide your comments related to Student Affairs:

In regards to Recommendation #2, Align student organization management practices to ensure transparency and accountability: I am 1000000% in strong opposition to this recommendation. Student organizations are in and of themselves the most strong and prominent TRADITION on this campus. By enforcing administrative oversight, we stifle creativity, freedom, and leadership development/growth of all of our students. This recommendation should NOT be taken, and students will be vocally opposed to it if it is.

N/A

DISCONTENT with Recommendation #3: CAPS and Student Health Services should not be merged. While providing holistic health is important, sometimes a cold is just a cold, and results in a student only needing physical help. Plus, by combining the two, there will be less emphasis on CAPS which provides counseling services for mental health, which is EXTREMELY important for student success and health. This merge would NOT prioritize student mental health, which is crucial to student success and the ability to flourish.

a. Removing Communications, Finances, and HR from within student affairs to a centralized department poses a risk of losing the focus on what is best for the students in favor of other interests b. The report does not describe student organizations and their benefits to students and the community in a way that gives confidence that they understand student perspective. While leadership development and accountability are benefits of student involvement, they come from the students taking initiative to bring positive experiences to their members and audiences. They are designed to provide these opportunities already, organically, with students leading one another in the way that has made student organizations at A&M a tradition. Students as well as audiences benefit from the students' right to lead these organizations in ways that satisfy the needs of their audiences from their perspective. Additionally, there are more values that are essential to being a good, contributing member of society than just the core values of the university, and our 11,000 student organizations should have the opportunity to continue to explore those. c. Additional institutional oversight over student organizations has the extreme potential to stifle the power of students to design and produce programming most relevant and impactful to themselves as well as the community at large while providing the opportunities to learn and determine what is most beneficial to society through that freedom. Oversight of student organizations also threatens the federal rights of assembly and speech in the event where student organizations promote ideas that aren't in direct alignment with the university. The content of programming should remain in the hands of the students.

Don't combine liberal arts and sciences.

As far as Recommendation 3 is concerned, way way way more funding needs to go to CAPS in order to make that work. CAPS is already overwhelmed in the Fall 2021 semester, and students I know who have gone to CAPS for help had not gotten the help they needed, and they said their experiences there were not good. In order to adequately help students, they need really good funding at CAPS. Ending a short-term approach with CAPS is a good idea, as many students going to CAPS will need long-term help for issues like anxiety or depression. Those issues don't go away after a few sessions. I also think that graduate students should be paid equally, regardless of program. Instead, each college pays their graduate students differently, and there's a wide disparity across the campus. Graduate students aren't even dealt with in these recommendations, but that is something that needs to be said here.

The findings of unclear communication was unfounded, there is plenty of excellent communication. Centralizing will only result in more confusing messages as they will be coming from one sole source instead of different ones.

I do not like it and do not think it will be efficient effective or necessary

Stay out of Fish Camp. The more that the university gets involved with fish camp, the less fun it becomes. Y'all are trying to take over one of the most pure and joyous traditions and organizations that A&M has to offer. Fish Camp is an organization that "cool" people go to and genuinely get people excited to come to our university, to which most of the time they aren't. Most incoming students come in with burdens and worries about college and Fish Camp alleviates those worries. The University is slowly changing Fish Camp into an NSC. Think about it, you unknowingly made a freshman orientation, what most people would dread to go to, a ton of fun. All because you stayed out of it. I just strongly recommend leaving alone one of the few good things that's you haven't already put your hands on.

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Texas A&M is unique in the ways it produces leaders. In student organizations, we have the autonomy and freedom to make mistakes, which provides invaluable lessons for life. Every student organization on campus has an advisor to guide us, but not do the work for us. This system allows us to grow our confidence and learn tangible skills that we can and will use after graduation. Putting an advisor in charge of organizations will prevent students from learning these lessons. Once again, the excellence of our student body will be called into question if we are not given the chance to make mistakes and fix them. Hand holding does not make the university better, it only makes our graduates weaker.

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All good plans, well thought out and needed for the improvement of Student Affairs.

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The Corps should have the same oversight as before because we are a self run organization that has its own system of discipline. This allows for us to regulate our own members and keep vetting the leadership as moral leaders with good judgement

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I think that we spend a lot of money focused on services that only benefit an extremely small portion of the TAMU student body. While it's important to make sure these students have support they need, there are much bigger issues that effect huge portions of the student body that are not being addressed. Tortilla making and sex talks in the pride center should not be a focus on our resources when students cannot connect to wifi all through September or miss class because of long lunch lines.

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None, agree with the MTG Report.

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While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

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Student organizations should be managed by students. Too much oversight by the university will result in student orgs "going unofficial" to dodge the restrictions, which hurts the university overall.

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There already exists sufficient regulation of student activities. Student organizations must manage all their finances with the University run Student Organization Finance Center, and the Department of Student Activities already requires training for officers and advisors. These measures, along with the presence of faculty advisors, provides accountability for student organizations without becoming overbearing and overly bureaucratic. The additional measures proposed to regulate student organization will break this balance between student leadership and university management where the University will become an overbearing force in the operation of these student organizations. While "establishing student organizations as semi-professional entities with structured guidelines and expectations" certainly is beneficial to students, it is not be necessary for all organizations. While all organizations are expected to provide to an inclusive environment and uphold the University's core values, they cannot all be expected to exist a "semi-professional entities." Some organizations exist as simply a collection of students wanting to share similar interests in a casual setting. The existence of pre-professional organizations such as the TAMU American Chemical Society Student Affiliate Chapter

provides students the opportunity to grow their professional skills. However, expecting all organizations to abide by such standards will result in suffocating University oversight that may discourage organizations from forming.

Don't take fish camp and make it faculty run. Don't take student orgs and try to organize them for us. They should have some oversight but complete management and stringent rules will not lead to any growth in these student organizations to pursue new and innovative ways to make a difference on campus.

None

In regards to Rec #2, student organizations should have the ability to determine their own mission statements and goals, and would not benefit from increased oversight. As young adults, students should be able to learn from mistakes and leadership growth through autonomous organizations. Students are the primary source of knowledge of building the society of tomorrow, and are the best resources for tapping into what should be prioritized on campus. I fully support building cultural centers for students.

I agree that student organizations could use more training provided by the university, however, student organizations are diverse and vary in levels of professionalism for a reason. Students choose to be involved in various different organizations for multiple reasons; social, service, professional development or networking, etc. Having a strict model to which student organizations are held would strip away the opportunity for certain types of groups to achieve their desired purpose. In addition, it would deter students from learning. Organizations exist to prepare and develop us in some way, shape, or form for the real world. Regulating them further and containing them to a strict box would hurt more than it would help.

No clear solutions to the the issues involving the recruitment and retention of Black students.

The fact that there was little explanation as to what Recommendation #2 actually would look like in practice is concerning to me. I don't think the University should micromanage student organizations, or make them sign off on everything that they do. That would not only create a lot of work for the University, but also take away much of the sense of ownership from the students who are involved in these organizations. If the University wants to find out what different organizations are all about and what they're doing, they should interact with those organizations and talk to people who were in them in the past to get a better sense of what the true mission and goal is. Micromanaging would likely cause a great deal of uproar among both students and alumni.

Fish Camp has to be student run to maintain its nature. The organization, being one of, if not the most, recognizable organizations on campus the director staff, chairs, and counselors are all held to the highest standard that represents all of the Universities Core Values. Part of what makes Fish Camp so special is the connections made, both between consolders and with freshmen, changing the current structure would undoubtedly have unintended consequences. Fish Camp certainly has areas to improve, but removing the student lead aspect of it would ultimately water down everyones experience. Students know how to best run Fish Camp as it has been that way for many years now and there is no reason to change that.

The idea of one centralized "TAMU Health" conglomerate that takes a more holistic approach to health would benefit certainly make it easier for students to get the help they need in one location. That SCS (or CAPS) has always been in a separate location I think adds to the stigma/inconvenience of utilizing those services.

The whole point of fish camp is to learn from students at A&M. I believe that allowing adults to run this organization will take all that is special out of this organization. Hearing from current students is very helpful to freshmen students. It provides better connections to tamu. Fish Camp provides so many opportunities for the older classmen at A&M and by handing this organization over to staff it will take away multiple key opportunities for A&M students. We are preparing for the real world and what better way to do it then giving us the opportunity to take something into our own hands. I am not saying that staff has to be completely out of the frame but more regulations would be better than taking this organization away from students as a whole.

Do not manage student orgs.

What exactly are "High Impact Practice" services? Is that like how Mays guarantees you an internship? Recommendation 2 is kind of a bummer :( Changing the philosophy deprives us of our final years of being young adults and not young professionals. Have official student organizations for both schools of thought.

There is mention of increasing faculty oversight in student organizations like Fish Camp. This organization has been extremely successful in creating high retention rates for students that attend. This is certainly attributable to the fact

that it has been student-led for many years and these very students understand what the incoming class needs. Faculty oversight may be necessary in some regards, but every year the university encroaches more and more on how much student leaders actually get to impact the organization. Increased university control inevitably removes many of the traditions that the Fish cherish so deeply, and discourages student leaders from wanting to be involved at all. As a counselor of 2 years and a former co-chair, the consensus among student leaders is that every year fish camp gets less fun and impactful for both counselors and freshmen because of increased control by faculty and less autonomy for student leaders.

Please don't do the plan. It's not a good plan. We don't like the plan.

I strongly agree with the assessment and especially agree there should be a push for more inclusion amongst faculty and students. Specifically, the statistical data for the College of Engineering is very telling with minority groups being underrepresented across the board.

Treat your graduate students like actual employees. In the hard sciences, we are for all intents and purposes entry level employees. We spend our time receiving direct training relating to our research, performing said research, and taking up teaching responsibilities as needed. Even if said training takes the form of standard university classes, it is no excuse to treat us more like students than workers. Furthermore, since our responsibilities are so fragmented, its very common for people to be overloaded due to these responsibilities having crunch at the same time. The solution to this isn't therapy, its making sure it doesn't happen. No amount of counseling will make an 60 hour work week healthy, especially with how little it pays. Most of my peers would probably be fine with how much we make if we were at least treated better.

While centralizing advising would be good to do this by combining people who know nothing of the majors and students they will be inheriting is a poor choice. It is my belief that the university is jumping too fast into the water and could end up sinking the departments involved.

i like the idea of having centralized management for student orgs, but as a suggestion rather than a hard a fast list of rules. students should still have FUN!

Good.

Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

Student Affairs are the one's who hold kangaroo court called Honor Council right? They need help. An entire report could be written on how the department of Student Affairs has failed the students of Texas A&M. I would recommend ignoring whatever was in the report and doing a separate report on that.

Good

The University should have less of a role in controlling student orgs in programs they can or cannot do.

Seems good, as a student I'm satisfied so all is well

Reorganizing the office of student affairs will require excessive costs to simply change reporting structure, yielding no benefits to students. A focus on unification and centralization will limit the development and education of students, without fail. For meaningful development to made in the creativity and leadership of students, they must be given the opportunity to try new things, fail, and learn. The new "high standard" that student organizations will be held to will prevent formal student organizations from growing and developing, forcing the creation of unofficial student organizations. A unified front for student health would be beneficial to students, if an emphasis on quality of service, as opposed to quantity of students serviced, was made.

Consolidated academic advising would be an immense detriment to students, since advising would be reduced to the function of a "call center." Information about courses and departments and degrees would be impersonal and shallow, since advisors would not personally know the faculty, courses, or requirements, as the advising staff currently does. However, having an office devoted to the recruitment of undergraduate students would strengthen the student body and be beneficial to the university.

Please don't change anything.

I support the new additions of the Veterans Resource Center, the Career Center, and the Aggie Honor System Office to Student Affairs as these are student services. The facilities operation of the MSC should stay in Student Affairs to

maintain the ability of students to effectively utilize facilities for programming. Again, I firmly oppose the removal of OPAS from the MSC. I support the move of CAPS and SHS to the school of public health, but I worry they may not have the administrative experience to properly run such large scale programs. It would be an immense burden. I support the idea of having a bigger focus on research and science based initiatives that moving it to the school of public health would bring, but perhaps it would be better for the Public Health administration to be involved in decision making and advising without running the daily operations. I am completely and unequivocally opposed to more administrative oversight of Student Affairs programs. Our emphasis on student led programming is a defining feature and unique part of the Texas A&M experience. Employers recognize the unique type of leadership found through student organizations that no other university in the world has. The "lack of accountability" mentioned is nonexistent, students are even more prepared for the real world by learning independence and being accountable to those they ultimately should be - other students and the future of the organization. Having the freedom to make mistakes is a unique part of the college experience. The openness in development of these programs creates opportunities for so much student ownership and growth - we create our own policies, passbacks, and learn how to create organizations that last. These skills are incredibly versatile and valuable. Suggesting administration handhold us while we put on conferences and events we have run for decades is an insult to the student intelligence, competence, and tramples on the long and vibrant history of student governance at this school. When talking about their time in this school, alumni always highlight their roles in leadership organizations and the incredible experiences they gain. The Texas A&M student leadership experience is one of the most treasured traditions, one that brings international recognition and career success to its students. Watering down these programs is cowardly and weak from administration and silences the student voice. I do not trust them to dictate what I can and cannot teach in my conferences; that is between me and my advisor as long as it is not illegal. I cannot speak to the specifics of Fish Camp as I am not involved with them, but the vast majority of student organizations are effective, efficient, and provide experiences to students that are often more valuable than the degree itself. Participating in these programs has helped my personal development immensely, largely because I have the freedom to innovate, explore, and create rather than follow a task list set by administration.

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There needs to be a built center for Latino students on campus and black students on campus. A department needs to be built for undocumented students. Other universities have this and it is sad that we do not.

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Advising for BIMS desperately needs to be re-organized. My freshmen year, one advisor told me it was not allowed to take 2 sciences and a math. Another advisor correctly told me that it can be done but it is sometimes not recommended. In addition, advising has been drop-in only. Students have classes and work and do not have 5 hours to spare to be on constant stand-by for 15 minutes of rushed advising. Appointments are effective and I support the combination of all departmental advisors. Perhaps the other biology or chemistry advisors will be of more help to me.

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As a third year student at the Galveston campus, each year it feels that my campus becomes more closed off to the administration of Texas A&M not by the fault of TAMUG administration, but College Station. Texas A&M Galveston is continuously looked down upon by both College Station administration, and students despite having faculty that are experts that contribute greatly to the university and their field, and students that are more proud to be an Aggie than many College Station students. It is clear to every student in Galveston that we are not a priority to College Station administration. College Station is constantly receiving new facilities and improvements, while the Galveston campus has to fight for any minor improvement to our campus. Every effort exerted by College Station administration to "unify" the Galveston and College Station campuses only isolates our campus more. Our yell leaders are barely recognized by College Station, despite holding the same significance, and importance to us, if not more. The Galveston yell leaders represent our campus with the same honor, integrity, and Aggie Spirit at the College Station yell leaders and their presence should be as recognized and known as the College Station yell leaders are. Overall, I feel as though College Station administration and students do not recognize Galveston students as true Aggies despite "Aggies by the sea" being the primary marketing strategy to attract many students to our campus. I am proud to attend Texas A&M Galveston and a proud Aggie, but it hurts to see my campus be treated as second best especially when our students and administration constantly advocate and fight for our campus with little success or cooperation from College Station administration. I hope that one day our campuses can truly be united, and that our campus and students can be recognized as the Aggies we are.

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As a student in the Galveston campus it has become more and more apparent how differently we are treated in comparison to College Station. I feel as though our presence is only a source of profit. There is barely any effort in building and improving our campus, and if there are ideas of improvement the process takes exponentially longer. Even though we are the same exact school, our inability to use our meal swipes/dining dollars in College Station make no



sense at all. Our yell leaders are barely recognized, yet they are just as meaningful and significant to us as the ones in College Station, if not more. They provide the same symbol of honor and integrity of Texas A&M University and yet they are treated terribly. I don't feel as included when I visit College Station. I feel as though my presence in Galveston is not as meaningful and is continually looked down upon. I am a proud aggie, but I hate to feel shame for a campus that is so near and dear to my heart. I hope we can become more unified with our brothers and sisters in College Station. I hope we can be provided with the opportunities and resources like students on main campus.

Why remove so many units from student affairs?

A Latinx Cultural Center should be built on campus - or designated. This would spin off from the MSC and allow a physical location for your coming recommendations - especially related to recruitment and retention for the hispanic/latinx community.

There needs to be more student resources available and clubs pushed for the higher education center at mcallen.

I do want A&M to reorganize to expand HIP services

From my understanding, Texas A&M Health Science Center is first and foremost a research and educational institution. Therefore, I do not believe it is right to move Student Health SERVICES and Counseling and Psychological SERVICES over to them. I believe there can be some sort of partnership, but I don't think the Health Science Center should fully oversee the operations of these two SERVICES for STUDENTS (aka Student Affairs). As long as the current needs of the orgs involved are heard and considered, I am fine with the other proposed changes.

Always take into consideration the way the students feel about a situation. We are the ones that choose to come and pay into this university, once you stop listening to us then be prepared for less attendance.

I believe that PPIP should not be moved in to student affairs.

Can we please have another chance at the class of '24 photo. You know it looks awful.

It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

None

I agree that the units should be removed from Student Affairs. The units that should be added truly serve the students at a more foundational level.

The student orgs do not need more strict regulations. As a student in several orgs, dealing with SOFC is one of the most painful experiences I've had. At the most, a better way to vet and approve fraternities could help with the issues we have.

I highly agree with recommendation #1 in integrating the Money Education Center with Student Affairs. Learning how to manage your personal finances is essential to reach financial security and the Money Education Center is a great resource to educate students about their finances.

MSC Opas should remain its own unit as it is now. No reason to move it.

Fish camp's values should not be combined with TAMU's values as it helps prepare the students to not only become Aggies but also prepare them for the sociopolitical and financial aspect of being a college student. It should be noted that diversity plays a significant role in Fish Camp and helps the students prepare emotionally and social for college whereas that is not a value at Texas A&M. There should be a combination fo A&M's values and Fish Camp's current values for Fish Camp.

Providing tailored advising for pre-professional students requires extensive experience so that the students can complete their required coursework in a timely manner. I'm concerned that a centralized advising process may be

significantly less effective for this my program of BIMS.

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student leadership is important! if we don't allow student leaders to try & fail, then try again & succeed, what are they actually learning? i've had the opportunity to gain a ton of experience from student leadership positions, because i was expected to figure things out on my own. constant university oversight feels like a baby monitor.

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I have concerns about the removal of the College of Architecture at Texas A&M University. I am a USAR major that one day hopes to enter the construction industry as a project manager. My main focus for the curriculum is the Construction Science aspect of my major, as this is what I hope to make my career. I know that these changes would not affect me, but I speak for a large majority of students in the College of Architecture. The removal of USAR and Construction Science is an unprogressive move. I love this program and find that my peers would agree with me.

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USAR students are a valuable resource just like any other student we picked our major to have options and not because we cant make a choice that we slack on other major we have a hearty load that we do just like any other students and we have to take two minors and study abroad we are students here don't try to treat us like we are not.

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The new proposition by Mrs. Banks is not a proposition it is a blueprint that is already underway, she is not a true aggie and does not have any sense about tradition, she should take in the opinions of actual aggies not her ego.

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This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

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-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be it's own department.

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This seems like a very political move and it has not been well thought out. Personally, as a Construction Science student, I believe that I have gained so much knowledge and experience with the cosci department lying in a smaller school such as architecture. A lot of us students have worked together to create the best culture we can in this department, another reason why it's the number one program in the nation. I personally feel like the phrase "If it's not broken, why fix it?" really comes into play here. We have become a very sustainable and strong program through this school and there is absolutely no reason to change the way we've been operating for so long. Approximately 30% of our cosci students are first-time college attendees along with being minorities and it is a huge step forward in making the program/school more diverse. Through having cosci in the architecture department, students who have fought for an opportunity to earn this major have more resources with less students to compete with for attention when it comes to academic excellence and help. I have received the best help from my advisors who only focus on us cosci students. With a more general system for advising in the school of engineering, there would be less help accessible for us cosci students. We aren't just numbers, we are your students who chose this major for a reason. With this information, I hope you make the right decision and keep this major in the college or architecture for future generations.

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Having a centralized academic advising service simply will not work.

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Again, I believe removing OPAS and the art galleries from student affairs could remove fundamentally important opportunities for student involvement. These organizations give students all over campus professional experience that they wouldn't otherwise get.

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One of my greatest concerns with Student Affairs is how funding for FLARE, or Freshman Liberal Arts Reaching Excellence, and LASC, Liberal Arts Student Council would be handled if the College of Liberal Arts, which provides a large amount of funding for both orgs, would no longer exist in its current form. Both orgs provide great support for liberal arts students as they transition from high school to college life. This support has led not only to my personal success, but also the success of countless other students.

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n/a

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Recommendation #2 negates a core aspect of student development at Texas A&M. Texas A&M is known for being

student-led and that is often a selling point for students wishing to attend our university. My decision to come to Texas A&M was based on our traditions, which are mainly student-led. Additionally, much of my personal and professional development is due to my leadership opportunities in student organizations, academic organizations, and more. It is important to note that student organizations already have a staff/faculty advisor, as required by the Department of Student Activities. This recommendation is extremely vague, as we do not know the extent to which students will lose control to manage our organizations. Switching to a completely staff-led approach (rather than a student-led approach) threatens to limit the development of students through hands-on learning through leadership positions in student organizations. Many of our organizations are 30 or fewer students and do not need extensive oversight. The ones that are larger in size or more visible by reputation almost always have more than one staff/faculty advisor who work closely with students in decision making.

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Tamu should stay and operate the same. No changes.

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More funds should be diverted towards hiring psychiatric professionals, as A&M is currently unable to handle the vast influx of students requiring serious mental health care. CAPs is doing its best, but is overwhelmed due to lack of staffing (especially of psychiatric staff) and lack of funding

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The report says it is "integrating and importing services that facilitate students' academic and career success" to Student Affairs yet it removes OPAS from Student Affairs even though OPAS gives students unique learning opportunities by allowing them to work with professional productions. These opportunities obviously do facilitate academic and career success.

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AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

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n/a

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The groupings do not make any sense. The Becky Gates Children's Center has no reason to be lumped with the University Galleries. This needs to be looked at closer. Also, one Associate VP should not have 7 different departments under them when the others only have 2-3. This makes it seem like you are trying to lump everyone who is different, from those who are minorities to the disabled and veterans, over in the corner. You are showing the students that you do not care about our needs or about diversity as a whole.

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They are in good standing.

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No comment

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n/a

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I do agree that there needs to be a stronger review process for high-profile student organizations that are extremely public or far reaching (like Aggie Fish Camp, Aggie Transition Camp, Big Event, etc). We as student leaders do need to be held to a higher standard to represent A&M as best as possible. Too much oversight of all organizations would be overly time-consuming and might limit the capabilities of some organizations, but it is definitely needed.

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I personally have not felt that there have been negative implications of the current organization of student affairs. I feel that reorganization would impose new and perhaps unnecessary challenges that would trickle down to my experience that were not initially present.

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No opinion

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N/A

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I think all these options are extremely vague and ridiculous to try to determine the outcome if it isn't clear. If you want a more specific answer email me and I would be more than happy to go through this with someone and point out the flaws in a lot of these options.

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I support the move of Counseling & Psychological Services and Student Health Center to TAMU- Health if it continues that students have free access to these services. It is critical that all students have equal access to health services on campus.

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This all seems reasonable. Related to whether or not students are getting "life skills," it seems like a very basic way to promote this might be setting up a mentoring / tutoring program with graduate students and freshman (although would

need to be done carefully to protect students)

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Students are already frustrated with the money grubbing schemes of A&M. To increase efficiency at the cost of student experience only increases this sentiment.

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I am a student in the Political Science Department. I love the idea of merging it under the Bush School of government. My feedback is that I would love that it be done soon enough so that my degree can reflect that it is with the Bush School rather than under the College of Liberal Arts. Thank you!

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They have no bearing on myself or my club, simply they give commands and a meaningless survey every semester, and provide no other support.

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Asserts, without evidence, that centralizing Information Technology and Human Resources services in a university-wide manner would increase efficiency, timeliness, and consistency.

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Howdy, My name is [REDACTED], and I am a member of the Aggie Class of 2024. I am also a proud student in the Construction Science Department. I would like to provide my feedback in this report about the proposed changes that have been discussed in the MGT report. When thinking about the proposed move of the Department of Construction Science I had a lot of questions as I know several of my classmates had. Would Construction Science become an engineering tract, would we be able to keep all our professors (including those without PhDs), would our head of department change? My classmates and I have been discussing our thoughts on the report circulating back to these and other questions. When I first opened the MGT report and started reading about the changes proposed to Construction Science I was shocked to see how little of the article was dedicated to supporting the conclusions drawn. I was also shocked to see how many students were listed as respondents in the first pages of the report. Out of 500,000 people, only roughly 1,000 students had a voice in this report. Furthermore, I do not know of one Construction Science student who was interviewed in the preliminary survey. How can this be? When thinking about this topic, I thought about what it means to be a student at Texas A&M. I thought of our core values: Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service. How does this report fulfill any of these values for COSC students? I have felt betrayed over the last few days with the lack of information and transparency that has been afforded to my classmates and myself. We are proud to be Aggie students. We are proud to be in our department. I came to A&M not to blow off and waste four years of my life, but because I wanted to do something with my life. Construction Science has thus far exceeded my wishes in all ways pertinent to my desire to be a Contractor. I have felt the value of my education in ways I know other students at different Universities and Colleges know nothing of. I have seen the application of my skills readily in my life, and I have grown to appreciate even more than ever the Aggie network and its spirit. How does the proposed move value the Leadership exhibited by professors who might lose their jobs if the change happens? How does the change exhibit Loyalty to students who might find themselves in a forced change of major after working for years for their degree? How does this move value Selfless Service to the students of the Construction Science program who came to Texas A&M expecting to receive what was offered from the program? And how does this move represent Integrity when many students have voiced the concern that COSC numbers are simply needed for the Engineering program 25 by 2025? "The primary mission of the Department of Construction Science is to prepare students for successful careers and future leadership roles in construction and construction-related industries." I have seen this mission at work in my own education while here at Texas A&M. "In our department, we treat students like family." I have been thoroughly pleased with the Department of Construction Science and the skills I have been taught thus far. The program has aimed to prepare me for the workforce and to exemplify the Aggie Core Values. It is true that the program is equal to none. The sheer size of companies who are so readily willing to hire Aggie Construction Science students reinforces this point. I mean no disrespect to engineers or the College of Engineering, but the parts that have been so far the least helpful for the development of my skill set have been those classes in my major that most resemble engineering classes. That is not what my classmates and I came here to learn. The report said, "Moving the Department of Construction Science to the College of Engineering will enhance the educational experience and research potential for faculty and students in both organizations." I, personally, and a large portion of Construction Science students cannot see that being the case. Please take this into serious consideration. Thank you.

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n/a

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N/A

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"TAMU Fish Camp holds much value for incoming freshmen in helping them develop an affiliation with the university, gain concrete knowledge about institutional practices and policies, and engage with other students. Such student

engagement practices for incoming students prepares them to navigate cocurricular experiences and challenges throughout their college career. It is important to balance student autonomy with institutional oversight, such that TAMU's values and traditions remain central, when helping to shape programmatic elements...Perception that TAMU history and culture have negatively impacted student body diversity. TAMU has historically been conservative and slow to change regarding diversity issues. Fish Camp is an example of this—there is a lack of control over the content of the camp. The challenges of polarized politics have the potential to threaten core values. " How does a "lack of control over the content of the camp" correlate to TAMU's historic issues in regards to diversity? Fish Camp's curriculum is built around the core values and resources that Texas A&M offers and to say that there is a lack of control over the content of the camp is an insult to both current and past student leaders and who dedicate countless volunteer hours to the mission, vision, and values of Fish Camp and Texas A&M. Just because Fish Camp has values of their own, does not mean that they disregard the ones that A&M was built upon. If anything the core values of Fish Camp expand upon the core values of Texas A&M in a way that encourages respect and diversity, all of which contribute to developing stronger leaders who will change the world. The issues that Fish Camp is faced with is not only a Fish Camp problem but a larger problem that our whole university faces. The organization itself has lots of room for growth, but that is not how they are portrayed in this report. Additionally, if the university would like a larger hand in the curriculum and structure of the programming, they need to be ready to compensate these student leaders as is done for other traditional extended orientation programs or be prepared to hire additional professional staff. This report from my perspective seems largely based on outsider perception without much communication with student leaders and professional staff to create any level of understanding

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n/a

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I have been involved in Student Organizations throughout my entire academic career at Texas A&M. Having held multiple officer positions, including President, for on-campus student organizations, student organization management practices are extremely important. I think better training for student leaders could be implemented as well as better guidance for these student leaders. The philosophy mentioned in Rationale #2 is that student organizations should have the freedom to explore campus and make mistakes at almost any cost. To a certain degree, this certainly holds true. Learning from mistakes and having the freedom to explore is an important part of life. However, when these organizations make mistakes, and often costly ones, they are not held accountable or given the proper resources or assistance to make up for or learn from their mistakes. Balancing the control the university has while also giving organizations freedom is something that needs to be prioritized. Often, many mistakes that organizations make are not even intentional but come from a lack of guidance or inability to easily access the information needed to make smart decisions. Additionally, SOFC could use a significant amount of help and change. Having dealt with SOFC directly with my organization for over 3 years, I know firsthand that dealing with SOFC is something student leaders absolutely dread. It is not an easy process, instructions and guidance are hard to find and often unclear, and going to the SOFC office is often an inconvenient and unpleasant experience. SOFC needs to update its online instructional information to show changes that have been made since the pandemic began. For many forms, online options have been created, but there is no instructional information for these online forms which creates confusion and unnecessary stress, and trips to the SOFC office. In my personal experience, advisors for student organizations typically take a more hands-off approach. They stay up to date on everything the organization is doing, sign the necessary forms, keep track of spending, etc..., but they are not heavily involved in the organizations and are often difficult or impossible to track down for physical signatures on forms. This is one of the many benefits of online forms. However, for certain forms, you must still fill out a physical form, get original signatures from a student leader on the signature card and the advisor, and then go into the SOFC office in person. This creates an insane amount of stress for students who already have enough on their plates. Online forms and updated instructional guidance can fix the majority of these issues and improve the workflow of both SOFC and the student organizations.

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AMAZING

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None

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In different as long as they aren't liberal

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A&M has repeatedly harmed student affairs through moving it off main campus, making it difficult to reach emergency services, and similar actions. Psychology services need to be accessible to students in disability services and victims of

sexual assault. This move makes it harder to reach a those services.

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n/a

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N/A

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I think the COSC department should be moved to Engineering

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I agree with Recommendation #3.

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Construction Science is a unique field that does not belong in the College of Engineering. Construction needs all the business classes as most of us will go onto to control construction project finances. Also, most of the structure classes we have now are way too advanced for even the jobs we enter. Engineering classes will provide absolutely no benefit to Construction students entering the general contracting world. The college of engineering and what Construction Science teaches are two separate things that should not be included together. Engineers job and construction do not mix even on a jobsite as engineers don't build actual buildings, construction guys are the ones on the job building buildings.

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I think the university should not manage student orgs. Many orgs like the independence of being able to run their own org without interference from University. Maybe a compromise could be offering trainings, guidance for orgs that do desire to build up leadership. But some orgs at TAMU are not formal, they are silly clubs that do not necessarily need to focus on leadership. Also I like the movement of CAPS to SHS, but where will this service be housed? Beutel? Beutel is not big enough to hold all of these services.

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I have not gone to or been in Fish camp, but it confuses me why the Accounting firm counts it as such a threat. Everyone I have asked about it liked it the way it was, unchained and allowed to be freer with its actions rather than tied to a strict code of behavior.

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I don't really have anything to add here.

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recommendation 3: Although i'm not sure how the consolidation of TAMU health services would work, I definitely think that CAPS needs to be expanded and Rationale #3 about providing long-term care/counseling is particularly important. We do not have enough counselors on staff at TAMU to provide help to all 71,000 of our students.

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I respectfully think that there shouldn't be a merger of departments or libraries.

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Don't have any

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Student affairs is convoluted. There is no two ways about it- while tamu boasts about how many organizations it houses the fact remains that some are inactive but haven't been deregistered as an official organization or university approved organizations aren't adequately protected from duplicate organizations being formed. The reorganization proposed to give more leadership and oversight are needed immediately after to ensure students enjoy them and remain safe during participation.

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Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

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Everyone I know and talk to within my peers all agree that this is not a good idea for the students of the science college. This is disrespectful and undermining towards the difficulty of our degree. This only benefits the liberal arts college and brings down relativity of the science in terms everyday application. I hope you take our comments into consideration.

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Fish Camp should remain STUDENT led. This is what makes it so successful. We as students can relate to the freshmen coming in and we are actively changing, modifying, and coming up with new ideas each year to better their experience. Our process we use is effective and more university involvement could hinder their overall experience. The university can help us train in green dot, stand up, etc. but overall should be hands off.

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The College of Science SHOULD NOT be consolidated with the college of Arts.

The recommendation to consolidate into four large colleges is alarming and saddening. I desperately urge the university to reconsider the benefits of smaller colleges, particularly in regards to student retention and recruitment, faculty and student wellbeing, diversity, and research. As a geology student in the College of Geosciences, I speak for myself and my peers when I say this will remove the main reasons students come to A&M for geosciences. When searching for colleges in high school, I originally ruled out A&M out of fear of being swallowed up in a large school. Upon touring the campus, the familial culture of the College of Geosciences, the small class sizes, administrators who know you by name and are willing to bend over backwards to help all endeared the A&M to me. What was unthinkable became my first choice. Many of my peers chose A&M solely because of this. By removing this significant benefit, you will be losing a large portion of prospective students resulting in a lower overall caliber of student recruitment regardless of your efforts to better it. Now a senior, I love the College of Geosciences administrators and advisors, having been able to build personal relationships with them that the large colleges cannot boast. If we are merged, many of these stellar administrators will be laid off or overburdened by the addition of many times more students and a wide-even hodge-podge- collection of majors. We here in geosciences can trust our advisors to know us, our personal goals and struggles, and know they will do everything in their power to help. Not so in the other colleges. In the College of Engineering, for example, advisors do not even know the students faces and the relationship is stiff and cold. I have known many engineering majors struggle to get help in applying for classes, learning of resources etc. because their advisors are so overworked. Merging will only exacerbate the struggles of the larger colleges while dragging down the smaller. This lack of support will inevitably lead to higher dropout rates and mental health struggles. Students like me will feel more isolated, not less. We identify not just with the university as a whole, but as a college with its own unique culture that will be lost with a merge. This move will also harm diversity. It sounds counterintuitive at first, considering the College of Geosciences long struggle with diversity. I make this claim primarily in regards to scholarship. Geosciences is a college with lots of funding due to our important research and participation in IODP. We pull in well more than our weight, especially compared to the arts. The college takes a significant amount of grant money brought in by professors to aid in scholarship and facility development. For our professors, it makes sense that this money is taken as it will be fed back to their own students and facilities. If it is shared with the liberal arts, which brings in much less money despite its larger size, the cut of money being fed back into researching, funding earning students in the College of Geosciences will be harshly reduced, resulting in a lasting decline in productivity and therefor income. Scholarship money is already spread thinly in our college as it is, and it is a significant help to those students who can get it, particularly minorities. If we merge with the Colleges of Liberal Arts and Sciences, our money will be redistributed away from us as we are a much smaller number, yet more prolific college. Our scholarships will be reduced further to accommodate this reduction, pushing poorer students and minorities away from the geosciences when we should be striving for the opposite. Additionally, the merge into a College of Arts and Sciences will hurt the image of our colleges. When I hear arts and sciences lumped together, the first thing that comes to mind is weak science. Is that what we want our university to represent? Prospective science and geoscience students want a college tailored to them and their needs. Think also of the college specific Living Learning Communities (LLC). These, specifically the Geosciences LLC as I was a member and peer mentor of it, strives to welcome students, give them a community of students with similar interests (the geosciences) and teach them things that are useful to know in their fields. An English major wants to learn aesthetic writing while a Meteorology major needs to unlearn that from high school and learn technical writing. Research, job searches, interviews, types of classes are all vastly different. LLCs are able to specially design their courses to best help their specific students. The LLCs and colleges know this and tailor their resources accordingly to best fit their students. This helps both the students and recruiters in promoting our familial image. Loss of high quality applicants could even lead to the loss of IODP, a major source of pride and income in the College of Geosciences and unique to us in the entire western hemisphere. Even risking its loss would be irredeemable damage to our image and recruitment. Art and science are both noble fields, but are too different to reasonably combine. One or the other will suffer as what is beneficial to the arts will harm the sciences and vice versa. Are such minimal benefits as the convenience of a few upper administrators really superior to the wellbeing of faculty, staff, and students? Has a single person wished their college was larger and less personal? I think not. There are other ways to insure consistency of values across the colleges without merging that will not result in lower enrollment, fewer scholarship opportunities, higher dropout rates, worse mental health and community. Reducing spending is no use if it results in an even larger loss of income. Because of my strong love for this college and university, I beg you to reconsider.

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General Ramirez needs to be removed. As a former cadet, I know personally that this person is not fit to hold the position of VPSA. He does not deserve to be in charge of these important parts of the university, and leaving him

anywhere near the Corps of Cadets is doing all of the cadets a disservice. General Ramirez is nothing more than a man who has some leadership experience and is really good at selling himself. Please remove him. Please. Please. Please. P.S. I understand that this message comes across as a single former cadet who has it out for General Ramirez, but I assure you that is not the case. I know many former cadets who can speak to the fact that this man is not fit to lead and should honestly not be associated with TAMU. I am saying these things because I genuinely care about the Corps of Cadets and the University as a whole.

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Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

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"From the outside looking in, you can't understand it..." This sign is in every single Fish Camp room at Lakeview. It is a phrase that is constantly used by Aggies when others try to demean our unique traditions amongst other typical Aggie things. We stay in line with our unique traditions because we see the benefits of them. The way Fish Camp has long been organized has yielded nothing but spectacular results for the student body. See any student survey taken over their time at Fish Camp. The results are overwhelmingly positive in practically every single aspect of their experience at Lakeview. This is in large part due to the passion and drive that the people working for Fish Camp have, along with the general passion these people have for Texas A&M. These people are students. There is risk in absolutely everything. If the only reason Texas A&M wishes to combine Fish Camp, the nation's largest led student organization, with university staff is because of risk associated with students running the nation's largest led student organization, then maybe you should re-consider how you admit students. Rather than placing the blame on us, place the blame on who lets us be leaders in the first place. Or on the other side of the coin, we are completely capable of being leaders. Because we are Aggies through and through. Have this conversation with people who have been a part of Fish Camp and who have been affected by Fish Camp. Having this conversation internally with people who are from the outside looking in, well they just won't understand it. [REDACTED]

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I am conflicted on moving the TCMG program to engineering technology - if TCMG is moved, shouldn't MIS be moved as well? I think both programs offer students outside of engineering an opportunity to study technology without necessarily having the rigor of engineering courses. I think the faculty in engineering technology are better suited to teach and handle TCMG courses, but it will definitely be a culture shift from recognizing TCMG as an "easy" major to one of more rigor. I would expect that TCMG students in the college of engineering go through the ETAM process the same as all other engineering students to maintain the prestige of the college of engineering. Expanding student health services into Texas a&m health is an absolute must. It may be possible to collaborate with the medical school on this to provide even greater reach into the campus and the community.

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The MSC could have been handled more efficiently. I have already filled out a survey for them. Please make it easier to book rooms on campus.

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None

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Saying that Fish Camp doesn't encourage diversity is ridiculous. Everyone I've ever spoken to has loved fish camp and it made them feel so much more welcome here. My counselors and co-chairs promoted not only physical diversity, but diversity of thought. Also the fact that the report doesn't mention the Corps at all when there is a distinct lack of diversity there is really quite strange to me. It seems like they're misplacing the "blame" of the lack of diversity on Fish Camp instead of on the Corps which is one of the most longstanding parts of A&M's culture. Little has changed in the Corps to promote diversity. There's never been a female Yell Leader, and they just had the first female bass drummer in the Aggie Band. So it really is quite mind-boggling to me that we're saying Fish Camp doesn't promote diversity.

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Agree on moving caps, shs to tamu health. they could also employ some medical students here

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none

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The corps is not an all male, military organization. The corps of cadets is the only thing holding the traditions of the university together. In my opinion not enough time, money, and effort is given to the corps.

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I agree with all these points. Recommendation #3 is vital in this changing world and mental health issues. There were many suicides while I was in school in the late 90's and my best friend committed suicide in 2019 due to mental health issues.

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This is the section that I read, because it represents the issues I am most concerned with. I was a leader in Fish Camp this past year and recognize the delicate balance between organizational autonomy and Texas A&M's overall mission and



vision. However, as the report points out, this relationship is a 2-way street. The current administration (student affairs), does not seek to explain or have a conversation, they seek to mandate. These mandates do not come to students in the form of well-documented reasoning, they come in the form of statements such as "this decision is way over our heads", "I'm sorry, we have to follow what the university wants", or worst of all, "If we wanted to have a meeting with university officials there would be no way, they would never take time out of their schedule for us." These are statements our highest leadership has made about the relationship between Fish Camp and Student Affairs. How are we supposed to implement "contributive" organizations in an environment where university administrators don't care what students have to say? Universities of higher-education are supposed to give students real-world skills. We should be teaching students about the importance of organizational ethics and Aggie Core Values, not about the importance of conformity. I'm worried that this report unintentionally empowers the department of student affairs to continue bullying student leaders into submission, rather than teach them the necessary skills to find success in what they're interested in. Fish Camp serves over 50% of the freshmen class every year, so clearly there are political/marketing incentives to turning control over to the university. However, "Texas A&M University is a public university. As such, faculty and staff are government actors (also known as state actors). The U.S. Constitution and, in particular, First (freedom of religion, speech, press, assembly, petition), Fourth (protections against unreasonable searches and seizures), and Fourteenth (due process and equal protection) Amendment rights are guaranteed when government actors (faculty and staff) interact with individuals (students)." (Texas A&M Office of the Provost 2018). This means it is not constitutional for student affairs to dictate what student organizations do or say, so long as they are conforming to student activity rules. I am a first-generation Aggie, an honors student, a master's student, a teaching assistant, and I have been a part of many different organizations throughout my time at A&M. I love this school, and I love how much I've already grown here. But, I have been extremely disappointed in the findings of this report and the issues that they highlight in regards to Student Affairs. I feel as though Student Affairs prioritizes protecting the University's reputation over the betterment of student success, and masks this agenda by claiming that they are providing the "training and resources" to empower students to be leaders while maintaining A&M's core values and mission. They get away with this agenda by providing "cultural audits" and appointing advisors to large student-led organizations. These cultural audits are qualitative studies performed by in-house faculty all of which are under the same chain of command. The advisors are also employees under this same chain of command. There are no checks and balances, no accountability for the way student leaders are treated by the university, and no separation of duties. I urge the office of the provost to take another look into the relationship between university administrators and students, specifically at the way Fish Camp is being treated/bullied by the same university that it continuously chooses to promote. The consequences of allowing this behavior will be devastating to the student bodies' participation in Fish Camp, and in turn, the influence/reach that Fish Camp has on the freshmen class to begin with. There are also potential legal consequences to the actions of university administrators, "restrictions on the exercise of free expression are judged by the courts to be unconstitutional..." (TAMU Provost, 2018), and there must be a "compelling government interest" to create these content-based restrictions on programmatic elements. If the department of student-affairs is not careful they may very well end up facing a powerful lawsuit that is supported by supreme-court precedent if they continue to restrict student freedom of speech and expression.

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I kindly prompt you to accept all recommendations. Your office ought to improve.

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n/a

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Most recommendations seem obvious, and I do not know why we were not doing this before.

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N/A

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NA

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The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

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Student organizations do not need more structure from the office of Student Affairs, especially the Corps of Cadets. Students should be given the opportunity to create what ever organization they desire. The Corps of Cadets is already overly micromanaged. For the sake of "leadership training", the Office of the Commandant continues to mandate the removal of events or actions that raise moral. Morale in the Corps of Cadets has been on a steady decline for the past 2 years. Last year, 2 cadets killed themselves. This is not because their peers were too tough on them. The Corps of Cadets

has been building leaders for years and years. Each year, the training methods get more accommodating, yet there has never been 2 suicides so close together. The cultural problem with the corps is not that cadets are forced to work too hard. Rather, the large cultural problem is cadets are not allowed to have time for enjoyment after the work hard. They do not get to unwind or release the stress they build. The Corps of Cadets is not student led. While some of the mentors are wonderful, (Lt Col Washington, Lt Col Fleming, and GySgt Mercado are great mentors) many (many to most) of the men and women who are paid to mentor cadets running the "student led" organization through coercion. I am not complaining because I disagree with the staff. I am complaining because they simply restrict through fear and coercion anything they can find that they do not like. The staff do not practice the strategies they teach/ask of cadets and instead they use the strategies of which they accuse cadets.

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If you really want to put more emphasis on student health, including student mental health. You should take a look into all the curriculum, work, pressure being placed on students combined with social expectations and self-preservation expected. Make changes based on those results instead of just creating a dedicated unit to provide holistic student health. Mental health is declining exponentially in students due to new requirements and expectations being placed on us with changes in curriculum due to zoom and in-person options leading some people to believe a greater workload is reasonable. College is important but it should not take over a student's whole life. This is coming from the perspective of a senior mechanical engineer that is getting a chance to breathe for the first time in 4 years.

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N/A

## Student Affairs - Former Student

Please provide your comments related to Student Affairs:

I think one of the strengths of Texas A&M is its strong student organizations. Students learn valuable leadership skills from organizing and running these organizations. These leadership skills are what sets Texas A&M students apart from students from other universities. By trying to limit these organizations and have administrators decide what organizations should exist, we would hurt one of the major strengths of our student body. A university should be a place to share ideas and explore different ideas. By letting students control what organizations exist, we ensure that the organizations reflect what student think are important.

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Recommendation #1: Absolutely reorg as the report recommends. I cannot imagine how so many unrelated areas got thrown under the SA umbrella. Of paramount concern is Aggie Fish Camp. Note I said "Aggie Fish Camp," not "TAMU Fish Camp." All of our incoming students (AND faculty!) should attend a Fish Camp in which newcomers learn how to be a Texas Aggie--not just "a student attending Texas A&M." There IS a difference. (Same for existing or incoming faculty who have no clue of our unique heritage and traditions, all of which create the extraordinary Aggie Spirit which carries over into our worldwide Aggie Network.) My volunteer work with Aggie students over the years has given me a great opportunity to hear first-hand about changes at Fish Camps. They have become disorganized and morphed too often into platforms for students with special "causes" to sermonize and proselytize their agendas, not the fun yet instructional programs they once were. Greater guidance and oversight by A&M staff are required immediately.

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Clarifying and energizing the responsibilities for Student Affairs would be very positive.

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I think most of the suggestions in the section seem good & beneficial on the whole. I would also strongly encourage A&M to provide and possibly even require some personal finance education. I would also advocate for the university to find some way to be officially linked with Bonfire again. While cell phones and ear buds have certainly played a large part, I think not having that unifying student-body wide project and event has played a massive role in the decline of the friendliness on campus. Ideally bonfire would return to campus somewhere, in some form, but at the least the two should be officially linked/endorsed/sanctioned.

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Recruiting of new undergrad students is great but all of the University must support!

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I was an advisor of a TAMU student organization for several years, and was disappointed in the transparency and accountability, even if the students were doing what they thought was the way things were supposed to be done. There needs to be better management, training, and guidance given by the university to student organizations, and if this

cannot be done adequately then the number of student organizations should be reduced.

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Fish Camp needs to keep its uniqueness in that it is not a typical new student orientation, but rather is a student-run organization that instills the TAMU core values and lays the foundation for becoming an Aggie in a special setting off-campus and with students leading the programs. That's why over 6,500 freshmen want to attend. It's the first place that a freshman learns about the uniqueness of Texas A&M, our values, our traditions, and what it means to truly be an Aggie. The bonds created between the incoming students and the counselors/chairs is not replicated at any other institution. Having attended as a student 34 years ago and as a namesake 2 years ago, I was profoundly inspired by the impact that it has on incoming freshmen and on the upperclassmen who spend immeasurable hours preparing for the camps and pouring themselves 110% into it.

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student and organization behavior, academic and otherwise, should be held to high standards and perpetrators punished accordingly. students should be safe on campus and at events. the Honor system office needs more staff to uphold the Aggie code of honor and the value of the degree.

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It is an embarrassment and a stain on the character of Texas A&M that the student affairs has hosted events on campus with adult entertainers. Drag queens are disgusting, obscene, vulgar, and demeaning sexualized portrayals of women. One of the drag queens featured graduated from A&M and went on to represent my alma mater as a drag queen in Houston area bars. How embarrassing for the alumni! I graduated from TAMU and drag queens do not reflect the character of the university I graduated from. Drag culture is full of kink, erotica, fetishism, drug use, and prostitution. Student Affairs needs to do a better job of promoting a tolerant environment on campus where Christians and conservatives are welcomed. That is not the case now. A catholic group offered a scholarship for a student with a child at the university and intolerant leftists at the university tore the flyers down. Christians are routinely harassed and called names on campus and they are being silenced rather than being encouraged with vigorous debate. Recently, I attended a conference on national security and learned my beloved alma mater is now a major recruiting center for anarcho terrorists such as Antifa and other organizations. That is due to the progressive propaganda and atmosphere on campus. We no longer donate to the university because we are ashamed of what it has become.

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This MGT survey was an abomination. Pushing the narrative further to change the campus and overhaul it to be another run of the mill university. What gives Texas A&M its strength, power, and future, are the very things that make us unique. Curious how none of the universities we were peer/compared to are even in Texas. These comparison universities are beneath us, or different entirely, in the same manner as milking a cow vs milking a bull, and the complaining that your milk tastes differently. Cherry picked data to justify hitting Texas A&M with a banhammer and to alter the university, remove its identity, entirely. People say that what we identify as matters, well Texas A&M identifies as Texas A&M, and if you refute that, you're a bigot and are dismissing the lived truth of A&M. Yes the College of Engineering is huge, as it should be. Advising is decentralized, governed by each major, as they should be. You'll never have a one size fits all approach, and trying to shove the university and its respective colleges into a "big box store" feel, as this report would suggest, destroys the very fabric of what makes us Aggies. Trying to shove in 25,000 engineers by 2025 risks diluting down the degrees or simply put, dumbing down the curriculum to pursue more students.

Additionally, merging the College of Fine Arts and Sciences, as many smaller east coast schools do, does not make sense nor enable either entity the ability to perform as unique and necessary institutions on their own. If you wish to improve the university, might I recommend cost saving initiatives like never paying for another such a slanted and asinine survey again. Perhaps considering cutting the University Administration's salaries by 10% as well. Speaking of cost savings, DO NOT outsource student on and off campus transportation. The current model makes sense, and such outsourced services at other universities always ends up being more expensive in a matter of a couple of years than any immediate cost savings might hint. You will pay more, get less, and be confused as to why... Why was this even an option? Look at what happened with outsourcing dining services. Pursuing diversity over meritocracy, over talent or the outcome, is a fool's errand. Diversity should be cultivated organically and naturally, not forced and mandated. Diversity is great, but chasing metrics and numbers over anything else and rejecting the notion of assimilation while encouraging the students to celebrate what separates us is not healthy. Change for the sake of change simply to change and virtue signal will not yet results, will not bring us together, and will not continue the ability of A&M to be a natural melting pot. Let talent speak for itself, and let those who wish to join A&M do so freely. The desire to erase campus landmarks to resemble west coast university appeal also does not sit well with me. Remarks about the Corps of Cadets being "too Caucasian" is not only insulting to our diverse group of Cadets but a surface attack on the Corps' rich history and selfless service. Creating more commissioned officers to the US Military than all the service academies combined should tell you that the

Corps has the ability to form the talent, respect, and love for each other that is required in a military environment. The Corps of Cadets, and the College of Engineering, are fine examples of successful melting pots creating cohesion and powerful leaders. As they say, Highway 6 runs both ways. If faculty, administration, or students, do not like Texas A&M, they are free to leave whenever, and can go attend or work for a university more aligned with their emotional support needs. Those who wish to be Aggies will be Aggies. The University has thrived for a century and a half being run the way it is... Forcing us to change to be similar to UCLA or Maryland will destroy our identity. I say this as a First Generation Aggie, who came not from wealth, but a family of poor immigrants, refugees, and poverty. As the first in my family to go to college, A&M represented everything I aspired to pursue and be. I took on tremendous debt to break the cycle of poverty in my family. Texas A&M was the beacon to freedom, and it still is. The desire of the MGT survey however risks undermining that legacy for the Boogeyman fighting game of "equity" and "diversity and inclusion" while throwing out the University as we know it. I strongly believe the MGT Report offers the chance/opportunity/paper thin justification to radicalize and change the University to better suit the political leaning aspirations of those who dislike Texas A&M.

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I concur with the report findings.

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Howdy, My name is [REDACTED] I am a Construction Science graduate from the Class of 1997. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I start work for Zachry in five short days. I have always worked in engineering when I was using my degree. I worked for Fluor Daniel and for Lockwood, Andrews & Newnam performing project controls. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards, [REDACTED]

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Students and student organizations should never be silenced if their cause is worthy. Cancel Culture should not be

permitted to exist on campus

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Very impressive during my time and also now

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Student online classes need to be eliminated.

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Rec #1 - I support the movement of departments from Provost to Student Affairs. I support the movement of CAPS from Student Affairs to Texas A&M Health provided that this leads to an expansion of services. We CANNOT continue to have suicides because the "wait time" to see a counselor/advisor is at its current levels. Rec #2 - I support ONLY if the finance procedures are practical. The current process is overly burdensome with 50+ pages of instructions, which has led to an underground cash/venmo/paypal process for many student organizations. This is VERY risky and ripe for skimming/fraud. Rec #2 - I do not support the dilution of Fish Camp nor having Fish Camp "fall under" a structure like Aggie Orientation Leaders. Part of the value of Fish Camp is the leadership development since it is a student led program. I find the AOLP leaders say what Admin wants them to say (are puppets of Admin) whereas FC leaders provide students with more honest feedback regarding first year experiences. I agree that there needs to be oversight and professional supervision for Fish Camp, but this could be accomplished with addition of another Advisor to share the workload. Rec #3 - Counseling services must be expanded as we CANNOT continue to "accept" suicides. TAMU needs to leverage telehealth partners and weave these into earlier sessions so that students view telehealth partners as an extended resource rather than a "lesser" resource.

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I have seen first hand some of the activities of Student Affairs. Most if not all of the activities need to have more adult guidance as some do not seem to support the mission, messages, and values of the University. As stated in the report, the Corps of Cadets is "part of the universities culture" and is the corner stone of "the Aggie Spirit" and traditions that make A&M unique and special. When someone thinks about A&M, they think about the Aggie Spirit, the 12th Man, AND the Corps of Cadets. While the Corps is only about 4% of the University's population, they are the PUBLIC FACE of Texas A&M. Overall, the Corps is more diverse than the rest of the University. They, more than any other student organization, are the epitome of Respect and Selfless Service, two of the six core values of the University.

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Student Affairs SWOT Analysis Did the consultant visit the MSC night when all clubs and organizations , over 800, have booths or on line websites which discussed their organization and its goal or mission? Did they look at the website of clubs / organizations Did the consultant visit any organizations like the MSC, Student Engineers Council, Engineering Honors ECOS program, church student organizations, Big Event, Engineers Without Borders, Build, Women Engineering Society, African American ( Black) engineers Society – we have the largest black engineering society organization of any school in the USA of schools that are not predominantly Black) , Indian dance clubs, Latin America clubs, Intramurals ( A & M has the largest such program in the USA) , etc. It seems to me the consultant did not collect enough data to learn about our inclusion and diversity at A & M. We need to strive to do better in everything we do, but diversity is a problem that begins in pre-k and shows up greater the higher the class of education. The consultant should be intelligent and experienced enough to know this. The question to the consultant is, what percent of all students, by race, sex, religion, etc. are academically college ready at 18? We want all students to achieve success when challenged, not fail. We have learned that students from any background scoring less than 32 on ACT math or 1250 SAT with a min 650 on math will not earn a degree in engineering. In fact, a 675 in math is really the minimum to major in the more difficult majors of engineering such as mechanical, computer, electrical, aerospace, biomedical, nuclear, materials, civil, etc. Galveston and Qatar SWOT Analysis No Comment, except the Qatar campus provides a great experience for students visiting QATAR or from QATAR visiting A & M College Station. And it increases diversity in Qatar for women education. Student affairs. After the re-organization, I doubt I would want this position. What responsibilities and authority are really left for the Vice President of Student Affairs? It is not described well. There are already key people in charge of these tasks and there does not seem to be enough job duties remaining. This is not a job I would want because there is not enough left in the proposed student affairs organizational chart. One could not have enough impact at A&M.

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I agree with the recommendations for Student Affairs reorganization.

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Recommendation #1: Reorganize Student Affairs and expand student “High Impact Practice” (HIP) services. Agree. Recommendation #2: Align student organization management practices to ensure transparency and accountability. Agree especially with the focus on upholding Aggie core values not emphasizing political viewpoints and excluding students based on their political views. Recommendation #3: Integrate Student Health Services and Counseling and Psychological Services into Texas A&M Health and establish a dedicated unit to focus on providing wholistic student

health. Agree.

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Both recommendations make sense and I believe would improve student life and experience particularly from a social point of view.

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Report compares percent of minority students to student population. It does not factor in the percent of minority students who do not finish high school. This is a major problem in the population which shows high school drop-outs being the highest percent of the population incarcerated. Affirmative action has proven to be a poor program to bring in minorities that don't meet university standards. More work needs to be directed at improving the graduation rate from high school.

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Good suggestions on how to enhance the student's success and experience while at A&M.

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I chaired 2 different MSC committees in the 80's and used the skills from those experiences much more than anything from my degree. While the Fish Camp sexual assaults are inexcusable and the culture needs an overhaul (why are counselor piercings strongly encouraged?!), not all organizations need such oversight that the student leadership learning environment is diluted. Room to make mistakes should be allowed as part of the experience. Dictatorial rules and regulations should be avoided.

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Agree with new structure of student affairs.

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Take more care for diversity and supporting clubs who promote diversity and inclusion such as in the DMS.

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No opinion

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All recommendations seem to be positive. One item I did not see is protection of 1st amendment rights in this. This may not be the proper place but our country has issues currently where people of differing or conservative viewpoints are shouted down and face abusive situations from faculty and other students. Is there a place where this can be addressed?

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No comment.

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a. Recommendation #1: Reorganize Student Affairs and expand student "High Impact Practice" (HIP) services. i. Finding 1: Agree. b. Recommendation #2: Align student organization management practices to ensure transparency and accountability. i. Finding 2: Agree. Very good recommendation. c. Recommendation #3: Integrate Student Health Services and Counseling and Psychological Services into Texas A&M Health and establish a dedicated unit to focus on providing wholistic student health. i. Finding 3: Agree.

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I defer to students and student-oriented faculty and administrators. However, I would note that it is not clear why student life and residence life should role up into separate VPs or why student life studies (whatever that is) should be housed separately from student life. I would suggest considering whether the functions required could be consolidated under 3 VPs instead of 4. Regarding Recommendation #2, I strongly support holding student organizations accountable to "real world" management practices. However, this should NOT result in diminished responsibility, opportunity, or scope for student activities. For example, one year I was involved in SCONA (Student Conference on National Affairs). It was my responsibility to recruit speakers for the conference and to raise funds to put on the conference. We were given information and tools to accomplish these objectives, but the burden of making it happen was on us. I strongly believe this is a critical developmental opportunity for students. I would not support taking the responsibility away from students to ensure HIPs are achieved. Part of what made Texas A&M unique when I attended was the degree to which they let students take responsibility for running student organizations. I do not know what it is like today, but figuring out how to meet my responsibilities to SCONA at A&M has stuck with me as one of my life-long accomplishments and learning opportunities. If you can call up someone at a company, make (and keep) an appointment, give a fund-raising pitch, and answer questions for a student organization you'll be set for job-hunting or sales meetings for the rest of your life. Definitely hold student orgs. to high standards, but do not take this "life skills" opportunity away from students just to meet benchmarks.

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Expanding financial literacy for the Money Education Center will be a worthwhile investment. As a former student and worker of the Money Education Center, it has changed my life for the better. I am financially more knowledgeable in a family where money was always a problem. For the many students that experience this, it will be essential that they know they have access to the Money Education Center. The people that work there are passionate about improving

one's financial situation and/or financial knowledge. That is what makes the Money Education Center stand out.

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We'd hate to see the Corps disappear

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The university should highly consider the recommendation to combine mental health services with physical health services.

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I do not feel qualified to comment on the details of this based on depth of knowledge, there should always be continuous improvements made to meet the needs (and changing needs) of students in today's world. I hope that a critical assessment of what is being done in this regard will be done to ensure the students' needs are being met.

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A young Inspiring Architect should always support team involvement

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The report's results match my experience of earning my master's degree in the College of Education several years ago. Professors regularly stated, without regret, "I don't know how that is done. See the secretary she can help." If professors don't know how things are done, that is not good for their colleges. To be fair, the systems were so convoluted that they had a right not to know. However, if your professors don't take ownership then it makes for an inefficient system which the report shows.

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I would like to see a bigger emphasis on broadcasting and communication programs. We need more Aggies on television to help promote our great university. We often are lacking in this department, and with the University of Texas joining the SEC, you know they are going to add former Longhorns to their on-air talent on platforms like the SEC Network.

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I think it is a travesty that the VP of Student Affairs no longer lives on campus. I found it interesting that this section indicated "we have a more diverse student body" when other sections lamented that we were woefully unrepresented. Hmmm. I think OPAS should remain under the MSC/Student Affairs. Otherwise I am in agreement with the recommendations.

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The Former Student heavily involved with Student Affairs and as a Former President of the Federation of TAMU Mothers' Clubs (Aggie Moms), I dedicated my year to the Division of Student Affairs and have a passion for this area as it is often known as "The Other Education". Most of the changes seem to be well thought out and logical. It is my hope that the core reason will remain in place and that is the development of the whole student outside of academics. In addition, the release of Dr. Danny Pugh, VP Student Affairs, seems premature. His experience and expertise would have been invaluable in the outlined restructure. Perhaps the position will have less responsibility with the divestiture of many of the areas as outlined.

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An important segment of the University. But a challenge with the 1200 or so organizations in how to provide leadership by the advisors who supposedly oversee/support each organization. Statement that too little guidelines for leadership in the organizations means things happen that are not "advised" by advisors and as a result problems occur. Freedom is important, but direction and leadership by the active committees in each organization must have more attention by the advisors. Reorganization of functions as suggested will help. Keeping Corps of Cadets as a strong students organization under Student Affairs is important for the overall image and tradition of Texas A&M. Reorganization Chart makes sense.

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I was horrified that football and track athletes physically threatened elderly former students near the Sul Ross statue July 2020. The track athletes were escorted by a handler paid for by the university and were driven in a golf cart provided by the university. I have video of said abuse and threats. The pandering to those who hate Texas A&M has got to stop.

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Totally agree that undergraduate students require more in the way of solid counseling and mentoring. The centralized approach to Career Center Counseling and recruiting opportunities has worked out well. And we do have well-meaning and often effective Departmental advisers--the problem is that they are really overloaded. There are gems such as Dr. Holly Gaede at the Department level and we need more like her and make sure that students can access easily at the freshman and sophomore levels. The undergraduate experience in Science needs much more exposure to the "outside world" and work experiences through internships/coops. It is important for a Science undergrad to find a vector for pursuing their coupling of talent with desire--understanding what they are good at and where their passion lies--and what the work environment will be.

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PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M

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conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. My husband and I are Aggies ('91 and '92) and have FIVE A&M Students ( '18, '19, '21, '23, '23) and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of Alvard and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

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CAPs and Health services needs to be together. It should have been done years ago as those two departments go hand in hand.

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I understand the report is recommending great things for the Money Education Center. I encourage the university to move the Money Education Center to Student Affairs and expand their efforts to reach students as the report suggests. I support the expansion of the Money Education Center. I feel as if it could reach more students and allow them to take the Foundations of Money Education course that the staff teaches currently. Therefore, positively affecting the next generation in financial education.

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As a former student who was part of the founding staff for a student organization and a member of several others during my time at TAMU, I would caution against putting up too many organizational guardrails which discourage the creation of new student organizations or inhibit the ability of existing student organizations to operate organically. During the process of founding the organization which I helped start, myself and the rest of our founding staff ran into significant obstacles which prolonged the founding process for our organization and limited our ability to truly flourish within our academic college at first. At times, it honestly felt like that TAMU did not have our back, despite the University frequently encouraging students to take initiative and ownership in the founding of new student organizations. Over the next two years, our organization did grow, and this leadership experience served as a significant professional and personal growth opportunity for myself and the rest of our founding staff. I am thankful for the opportunities which student organization involvement brought me, and frankly, I want current students to have the same experience. I do definitely see the value of providing a degree of oversight for student organizations to ensure that the Aggie Core Values are upheld and that the activities and conduct of each organization avoid any potential pitfalls (particularly legal or financial) which could cause harm for the University as a whole. However, I believe that the ability for student leadership to experiment with new ideas, succeed, and fail, is important in providing the professional and personal growth opportunities which sets a former student of TAMU apart and pushed them into greater opportunities post-graduation.

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I agree that Fish Camp needs more oversight for consistency of program and agenda.

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Important. We need to draw the best and brightest, challenge them, help them grow up, and assist them to graduation. I am against the diversity program if it brings in kids that do not have the ability to handle the brutal grind of a top tier university. I am however, very aware of kids that may have one parent and work during high school to support the family and have an A-B grade point. They need to be admitted because they have already proven themselves. Retention is also good use of state funds.

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I don't have a strong opinion on this section of the report. The recommendations laid out are fine with me.

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The Veterans Service Office is extremely beneficial to veteran students. It has shown immense improvement over the last few years and is a program that should be highlighted about TAMU approach to this student.

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There are several concerns in Appendix 2: SWOT Analysis that reflect poorly on the credibility of the Report. None more than the 3rd bullet point: "The Aggie culture impinges upon the potential for change within the university. The notion of



an all-male, military component of the school impinges upon the culture of higher education." Texas A&M has been open to female cadets for almost 50 YEARS (1974)! That is not an oversight, but NON-FACTUAL. Texas A&M has been recognized, nationally, as the "friendliest" campus in the country. The 7th bullet point claims, "Student Affairs is unorganized...". From Silver Taps to Aggies CAN Drive, to Red, White and Blue Out recognizing 911, to The Big Event, where several thousand students, annually, spend a day providing minor repairs, lawn services, clearing lots, etc. for citizens of Bryan/College Station. All Student led and organized. Events and many others don't happen with an unorganized Student Affairs.

No specific comments.

Finding #1 - This recommendation appears to be a good one. Finding #2 - The recommendation is very good and much needed. Finding #3 - Okay.

The recommendations seem reasonable and appropriate, but I cannot profess to have any real expertise or experience in this area.

Without question, most of these recommendations should be implemented.

Na

The report mentions that the corp is an important part of Texas A&M but then says having an all male military unit is not a good idea. The corp has not been all male in years. Also, the corp are the keepers of the spirit and the traditions and were started with the corp. Without the corp, Texas A&M would be just like any other large university and would not be unique as it is now. The report states that the school is historically conservative and that is correct. The reason is we want it to be conservative so we can send our kids to get a conservative education. The only reason that would be viewed as a negative is if the researchers are liberals. They are trying to change the culture and having reports performed like this is one method of doing that. Texas A&M is larger right now than ever and can not accept all the students that want to attend. I don't see a reason to change. This is what happens when you hire non Aggie professors and appoint a non Aggie as president. As long as the old Ags are alive, we will try and keep Texas A&M supportive of traditional values focused on God and country. Eventually, the liberals will win due to indoctrinating kids in public schools and Texas A&M will be just like tu and that will be sad for the State of Texas

Streamlining student affairs to focus on the specific high impact areas that are most important to students makes sense to me. In a school as big as TAMU, it's easy to get lost in. I also think aligning student org management in a transparent way is great. Student organizations are so important and a great part of TAMU, but supported orgs with accountability structures are healthier for students and campus culture.

Support 1, 3... collaboration & transparency

No comments

None

I've seen more and more division in the student body of late. I believe this is fueled much by some school traditions. For example, if you don't partake in "Aggie tradition" you're considered a 2%er. This is placing a lable on the "other" when the "other" may not have a choice in not partaking in Aggie traditions. The world is getting smaller, it's time the student body embraces the differences in people. The university should help facilitate this starting at orientation, fish camp, etc.

No Comment other than the Corps of Cadets at Texas A&M is an extremely vital part of Aggie culture and history - that NO former student wants to give up. The Corps of Cadets may be small in percentage of overall student enrollment but is the largest and most visible segment of any at Texas A&M. The Corps of Cadets should remain as such and not get overshadowed by any other student organization on campus.

No comments.

Sounds right.

As with other campus organizations, Student Affairs, should be reviewed periodically to see if it is meeting the changing needs of students. A quick review of the proposed changes looks like they are headed in the right direction if supported by the faculty and administration. One watch out for is to ensure that the department is operated to develop an individual who can operate successfully in society as a citizen and employee or business owner. As students should gain

both an employable skill and life skills from their college experience, the department should ensure that students are given the guidance they need to hear. In a way, Student Affairs is the on campus parent of these predominantly very young adult students.

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Better advising is essential to support students future goals

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The Journalism degree should be kept under the department of communications as the two disciplines provide complimentary instruction for students wishing to pursue promising careers in media, advocacy, public service, and corporate affairs. I fear the lack of a focused journalism degree will diminish opportunities for students wishing to pursue such a major at TAMU and look to other schools such as UT or UH that have dedicated journalism programs. I minored in journalism and went on to attend the Bush School where I graduated in June of this year. I find my journalism background very helpful in my career as a Public Policy consultant where I worked with tech firms such as Salesforce, AWS, and AT&T to build out their government affairs framework. The practitioners, professors, and administration within the communications department are well-versed in curriculum related to media, communications, and journalism and, I believe, the best to be teaching the subject at this university. Please keep the journalism degree under the department of communications so students can receive the top-tier instruction needed to pursue the career of their dreams.

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I concur with the proposed recommendations.

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Where did you get the idea that the Corps of Cadets is all-male?

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The student affairs need to rely more on the feelings of the majority of the students and not the extremists.

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Students are losing the culture and history of Texas A&M - one of the strongest elements that have led to the growth and success of the University.

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Reorgs based on consultant input - not interesting at all.

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The goal of shifting student organizations' mindset to more of a "contributive" mission is very insightful, and one which I think all Former Students would support, as this would have the desired effect of promoting "...a common ideology about the campus and community."

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I like the proposed changes which seem to treat students more as clients and less as products.

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Agree some and disagree some. With Corps of Cadets included in it, I offer a comment. The Corps provides to members, those with military contracts and those without military contracts, opportunities to learn about taking orders / abiding with orders / giving orders, living disciplined lives, caring for others, being accountable, being respectable, being followers / leaders, being dependable, and living the Core Values of our University. Because of that, they are in huge demand in the business world, as well as in the military, because they are far superior to those who do not live the Core Values. With Office of Undergraduate Recruitment in it, I offer a suggestion. See my comments at the end about Aggie culture, etc. If this new office is created, then it could carry out the duties of "explaining and selling" Aggie culture to those who know little about it. This group could effectively, if prepared properly, inform prospective students, and the parents, about the tremendous advantages Aggies have when seeking employment.

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N/A

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As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare

students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments. Not only would it be horribly inefficient for all of these departments to duplicate their courses, but silo others within funding efforts.

All the recommendations should be implemented

Agree

I like the recommendation to move the Money Education Center under Student Affairs.

I would love to see the Money Education Center fall under Student Affairs. It is an incredibly important program that I think would benefit from being under Student Affairs.

none

Terrible.

Texas A&M has many fine traditions, most of which grew from and are center around the Corps of Cadets. The report implies that many of these traditions run contrary to the objectives of student diversity, as if it was a given that diversity (meaning racial, ethnic, and gender diversity) is a noble, constructive objective. It is neither, and anytime a university applies resources toward achieving it, there will be some students, faculty members, or members of the administrative staff who will, of necessity, be discriminated against if their race, ethnic background, or gender runs contrary to the university's model of what diversity means or if they can be identified with an over-represented race, ethnic, or gender group. Texas A&M should focus no attention and allocate no resources toward achieving diversity as the term is now defined. I notice that the report treads lightly when it comes to assessing the Corps of Cadets, but the comment about Fish Camp negatively impacting student-body diversity suggests a strong bias on the part of the authors against Corps traditions and Corps practices, especially those like Fish Camp, which focuses on character building. One gets the idea that the authors shied away from saying what they really think about the Corps, likely in deference to the strong feelings that many deep-pocketed former students hold.

The reorganization & Focus of the Student Affairs office is needed and welcomed. A number of suggestions in the report seem to be heading in the right direction and you definitely have the right man for the job (General Ramirez). Oversight into Fish Camp and MSC organizations definitely need overseeing. It is incredibly important that we oversee programs that current students invest their time in. These are critical places where Aggies learn what it takes to be an Aggie... the core values. Once we lose that we are no longer making Aggies... we are churning out degrees. I have often said to my AFS rep that we are watering down the brand. In pursuit of 'world class' status we are admitting more and more students to our university and we have outgrown our ability to instill our Aggie Core Values. Many students cannot even hope to join an organization as it is too competitive and there are only a limited number of spots. Students come here as hot shots from their high schools looking to join and become one. What they get is a 'sorry, we don't have any slots left'. This makes for a lonely freshman, far from home whose academic progress is his/her only achievement. Many give up and go home. It doesn't have to be this way. How about we stop accepting more kids than we can house, teach, feed and accommodate via programs. Student health, student involvement are important but it's the belonging that schools students and turns them into lifelong Aggies.

Recommendation 1: This doesn't pass the sniff test. Was the outcome of the study determined before or after it was conducted? That sounds harsh, but it sure looks like it to me. Recommendation 2: Oh hell no!!! Enough of this... see "General Feedback"

No comments

The discussion on diversity and how our traditions may make it more difficult to connect with a diverse student body was very interesting. If we can do things to improve the situation without losing what it is to be an Aggie, I am all for it.

Change and better organizational efficiencies are a desired outcome, but make it fit TAMU.

While it is desirable to have many experiences, the idea espoused by the social workers in that there must be diversity and match population of students to state percentages accomplishes nothing but number crunching. Ask why it is so critical to match the population - what does it achieve? Again having worked in areas where the employment population

was required to mirror the work age population in the geographic area resulted in significant sub-par performance (hence costly wasted resources and delayed production output, terrible work attendance and higher injury rates. Again, this is another social engineering buzzword - we must have diversity and match the population - maybe some of that population isn't qualified or capable of the academic workload and this now discriminates against those who are capable, just to meet some social goal.

Recommendation 3 for Texas A&M Health in merging the health services and psychological health services I believe to be long overdue. One general center would be greatly beneficial for Aggie students.

The university has a loyal following of its own. Its reputation is not as great to outsiders with respect to diversity and inclusion. The tradition of friendliness and support for one another should be expanded to students of all races, financial backgrounds, and the LGBTQ community.

My biggest disappointment over the last several years is that there seems to be a lack of supervision over student groups. This has created division over the campus and has turned many students away. My biggest concern was Fish Camp. Fish Camp is a life changing experience. It is what brings Aggies together and teaches them the culture and tradition and how to become an Aggie and to practice our Core Values. Somehow Fish Camp became a sexual orientation, coming out camp. Students walked away confused, frustrated and lost to what A&M represents. This is unacceptable. The Student Affairs Staff did not appear to know what was going on. I do know that now corrections are being made. But in all organizations, staff does need some oversight. The College Tours led by students was also promoting LBGT during the tours - unacceptable. The students giving tours were not able to answer campus history or provide correct campus information to prospective students. Better training to students, and having a staff member tag along to assist the student as they learn the position.

I had the chance to pick up a Battalion last week and to say I was shocked would be an understatement. This must have been written by the DEI staff at the university. The COVID insert sounded like it came from a high school student that never set through a biology or basic science course. I expected much better from a university that has a medical school. I am very disappointed in the direction that the university has taken under the last president. The university is starting to seem like a joke. Where are the serious faculty advisors. Respectfully, [REDACTED] '77

Diversity equity and inclusion are most definitely valuable but as long as we don't focus on one group and in that process we make another group suffer... religion, race, etc. anything. Find a balance and don't bow to political or social pressures.

Liberal arts and Sciences need to be separate departments. LA deals in subjective reality while the sciences deal in objective truth. Their perspectives on reality couldn't be more opposite or incongruous. Sciences deal in research that is funded by corporations that liberal arts has no way of relating to much less has any business courting for funding. Support for science students will be undermined by this maneuver and the future of sciences at this university will be compromised and eventually cease to exist.

The concern expressed about students obtaining the knowledge needed to be successful is valid in my interactions with students over the last decade. The main issues I've heard students and Aggie parents raise is access to mental health services and academic counseling (which was mentioned under a previous section). The number of mental health providers and the knowledge and number of guidance counselors needs to be improved.

Recommendation #2 & 3 - Yes

I strongly encourage the Corps to be treated equally to other student organizations and not held above the others. I am class of '76 and female and the Corps mistreated us horribly and do not represent the student body as a whole. We are more than the Corps and greater than the Corps.

Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

None

Enhancing the student experience for all students while at A&M should continue to be the focused goal. They should be as healthy mentally, physically and emotionally as possible while attaining a degree. I'd proceed with caution about just how far this is taken in training those who lead student co-curricular programs such as Fish Camp. If it ain't broke don't fix it. What seems to be broken that there is mention of Fish Camp more than once or twice? Tell us so we can respond. It's traditions such as these that have made instant connections and friendships for incoming freshmen so that a large university can immediately feel smaller. It's the information regarding our storied past and the encouragement of

finding their niche in the thousand different organizations that will give them that well rounded Aggie Core Value experience. Again, we are Texas A&M and if you get too carried away with overseeing all student activities with some agenda and without allowing the creativity and leadership to shine in our upper classmen who lead these programs, you'll lose the character of the university and transform it into just another large school like all the others.

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Student Affairs need a lot of work. While encouraging student leadership and allowing them to make mistakes is very good, there also needs to be more adult supervision, so that the student activities are consistent with the Aggie Core Values.

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Agree that advising needs to be strengthened and made more accessible to students.

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Not a fan of the report. I sometimes feel as if this generation is the most whiny group I have seen. Yes, we had a problem with racism, misogyny etc. instead of sitting around dwelling on this why not focus on positive things like how can we get our students jobs? How can we do better in advising students on majors? How can we encourage them to find their niche in a large school? I need more Dean Koldus from the 80's and less marching. I need more real ideas on how to reach out to the lonely kids. I need less preachy judgmental people and more with fresh ideas. I need less "woke" and more now to succeed. I need more "be careful to not post drunk photos on FB" because employers look you up. None of my kids went to A&M. My middle son got into CS. He had a perfect math score was top 20% and wanted to be biochemistry and CS but they were so far away from each other it was almost impossible. He's shy and smart and felt overwhelmed by A&M. Why is Biochem not by all the other sciences? Why are the advisers so terrible? Why was our tour of the dorms so awful in February? The chemistry professors were AWESOME.

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I am very concerned that the SWOT analysis identified the Corps as an All Male Military Organization. This is such an uninformed input. I'm shocked that it was highlighted in the top level SWOT. If this many inputs are that WRONG, then we need to relook the Marketing and Communications at the University level (internally and externally)...and how to better promote what the Corps of Cadets is accomplishing for its members as a crucible of leadership and for the university. I am glad to see Joe Ramirez moving to the Office of Student Affairs as he can help re-orient this gravely inaccurate perception. Student Affairs will benefit from redoubling its effort not only to provide opportunity for all students to participate, but to promote the merits, benefits and value which these organizations bring to students not only in their years at Texas A&M, but that they carry with them into the future to build their own communities and add value to the Aggie Network. I'd dare say that the Corps of Cadets is the standard bearer to be regarded as a uniquely valuable asset to the university, the nation and to the stellar reputation of the university. I don't mean for this to be a marketing campaign for the Corps, but the military is still a very well respected institution and Texas A&M contributes more officers than any other institution beyond the Service Academies. I see in TAMU commercials and advertisements less emphasis (or no mention at all) on this core institution. I don't believe the Corps is right for all students, but I do believe that all students and former students benefit from the reputation of RELLIS which has so often been exemplified throughout our history by former members of the Corps of Cadets...and the vast majority of students and former students take pride in the uniqueness of the Corps. We should harness this publicly as an asset (not the sole asset), not try to shy away from it or minimize it.

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The suggested reorganization of Student Affairs functions make sense from a university and functional area point of view. While there would be benefit from bringing people and units with common purposes and functions together into an alignment of functional purposes, it may not serve the student population as well. Students, as the focus of the university, should be able to contact an office which has the broadest range of resources possible in a single, or small number, of locations. If the units/staff with the varying purposes can benefit by an organizational alignment along functional area, that will serve them - but their location and resources should be located together across the functional areas in a place where students do not have to track down help in three areas across multiple locations.

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Once again, seeing how many 18-22 year olds you can get money from seems to be your top priority. You have lost your direction. I never attended Fish Camp due to physical limitations but I knew what it meant to be a true Aggie. There are currently roughly 3 out of 5 students on campus believing we are just like every other state university. They do not know the Aggie core values nor do I bet they even know the Aggie code of honor. It saddens my souls to see how the powers that be are allowing the downfall to continue. It is an utter disgrace how athletic money/potential takes precedence over others. Last summer it was beyond disgraceful how athletes were not punished after being on film yelling at law enforcement calling them four letter words while walking past them on George Bush. Why? Because the started qb being reprimanded would have meant a possible loss which meant less money for ol Texas A & M. Not something that would have happened under different leadership years ago. Texas A&M University is a conservative school. A proud

conservative school. The reason so many of us choose to attend. What current leadership is allowing to happen by ways of student organizations getting away of the conservative morals is disgusting.

In the appendix, the following was noted: "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." Plainly, I find this statement ignorant. It's hard to see it otherwise. Firstly, the Corps is not all-male. Even my beloved outfit, F-2, was integrated shortly after my graduation in 2011. The women of the corps go on to achieve great things. That said, I do believe there is significant value in all-male organizations. I grew up only seeing my father for 21 days out of every year, and without significant male role models. My 4 years in an all-male outfit taught me lessons and gave me experiences that a near-fatherless upbringing had denied. I'd argue there is great value in retaining all-male spaces. Secondly, our country has four military academies that are academically prestigious. There is no general expectation that a military component, in any way, harms an academic culture. The Corps has taken many positive steps to improve the academic success of cadets and recently has exceeded the University's general GPA as proof of its effectiveness. For many students, military discipline and structure helps them achieve their potential as students. I was the academics officer of my outfit as a senior and even in 2011, we took grades quite seriously. Many of my classmates and underclassmen have gone on to wildly successful engineering careers. The Corps is an undeniable strength of Texas A&M, and it ought to be championed as a "leadership laboratory" that is unique in America. As a cadet, we were largely left to run our outfit as we saw fit. We were directly responsible for the well-being of our underclassmen. That type of leadership experience and responsibility provides unmatched development. In my case, I've gone on to found a successful personal training studio with a six-figure income - by myself. I withstood the pandemic and my business came out stronger. I doubt that I would be so successful without the strengths I earned as a leader in the Cadet Corps.

Stop this diversity and inclusion madness. You are wasting money and teaching the wrong thing to new generations.

N/A

I agree with the report recommendation to reorganize Student Affairs and expand student "High Impact Practice" (HIP) services.

Moving out the departments mentioned makes sense, but adding new departments seems ill conceived.

XXX

As stated earlier, as an active duty family with a veteran connected child enrolled at TAMU I do NOT support moving VSO to Student Affairs, but in this particular comment I would like to focus on the movement of various areas to TAMU Health. I would certainly support this IF, and ONLY IF it made it faster and easier for students to access the services these departments provide. Currently, the wait for mental health services is far too long. Additionally, the campus health center cannot see students as quickly as they often need. If these moves don't bring better, easier access for students to services, then it absolutely should not be considered for acceptance.

Didn't have one when I was there - A&M was all male at the time. (Had to put a joke in here somewhere to test your sense of humor. A person needs a really good sense of humor these days!!!!)

With new leadership and the proposed restructuring of the office of Student Affairs, such ensuring seems insured. This idea of accountability to the campus community seems a great objective. And yes, manning the programs under the purview of Student Affairs with well trained leaders to uphold the culture and spirit are correct ideas. But going beyond these ideas would be to position already trained leaders within organizations who have not be able to meet the training and development needs of there own organizations. What is meant by this? If upper classman students from academic or governmental groups should be recruited to positions in other groups. A 3-year student leader in the SCONA program could be recruited to take the position of Residence Hall board, In this assignment, that person could bring ideas presented and discussed regarding diversity into local campus hall settings. Or a 3-year non-contract cadet could be recruited to be placed in the same or similar Residence Hall board or council position lending his organizational training experience. Student Affairs SWOT Student Affairs SWOT The TAMU Corps of Cadets cannot be fairly described as part of the CULTURE as it is described as part of the student body. AS stated, the CORPS is founded and exudes the culture. IT is the poster image. It should be noted that the band if often given the media presentation attention. The correct way to see the corps is with the band not of the band. The athletic programs by their nature get the media presentation attention and that will not end, regardless of what consult is provided. It's a economic fact. However. More should be done to integrate the programs and get the media from them. All sports should be pictures with the 12th man identified

as well as the numbered athletes. For example, rather than the picture of the team with the Home of 12th man sign in Kyle Field in the background, we should picture two students (one corps, one civilian) with two athletes showing the 12th man and the teammates. Other media messages seem more appropriate, but still needing improvement. The 5 students (one Corps with diverse student images) entering the academic building or walking around the library.

Recommendation #1 Again, the Corps of Cadets is and should be the best caretaker of custodian of traditions because its heritage is founded on the original and true culture already discussed. This rite does not elevate the Corps but relegates it into a servicing role. Other student organization can and must be granted this custodial responsibility.

Recommendation #2 - Student organization accountability is most important. The idea of service must be central to the way organizations are run by servant leaders not just the service that the organization provides to the campus or community. Goals, Objectives, and Measures can be made by each organization before taking the job, project, or assignment on. This is a trained process. Threats- The program called FISH CAMP as well as other Orientation Programs must present, represent, and reinforce the HOWDY CULTURE, SERVICE CULTURE, RESPECTING CULTURE, WORKING CULTURE, as well as the LEARNING CULTURE. A Curriculum for this must be developed, transmitted (through training and experienced) and measured for adjustments. This program will be for TAMU as important as any academic course and program of study.

Marketing and Communications #1 - Centralized standard messages about TAMU, its TEXAS LAND GRANTED RURAL MILITARY culture must be expressed the same way each time. This message, like a mission, vision and value statement must be seen or least a version of it on all major correspondences. And then the way we picture TAMU, the way we operate with each other and visitor must convey the HOWDY, SERVICE, RESPECTING, WORKING and LEARNING Culture. The bottom line already mentioned at the top is the Aggie (HSRWL) Culture is founded rooted and established and need not be changed. It must impinge on each and every person within the Aggie Community. Representing this highly valuable culture is the challenge for us to convey as Aggie culturist. Organizational Development processes along with Training and Development curriculums must be envisioned and constantly refreshed

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Recommendations sound logical.

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Agree with assessment, as a Veteran, not enough programs for older students.

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The proposed realignment appears reasonable. One note of caution. The consultants appear to give too little credence to student initiatives and student-led organizations. Having led one of the more significant student activities on campus, I can assure you that my experience in doing so as it relates to the business/government real world was invaluable. I would also suggest that encouraging student-led initiatives resulted in a red, white and blue stadium subsequent to 9/11 and also has resulted in Fish Camp and the Big Event both of which reinforce TAMU's corps values. In order to gain the balance that the consultants recommend, the administration should encourage the faculty and staff to become involved in providing guidance to such initiatives rather than assuming control.

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The report does not provide a cost/benefit analysis of the effect of these changes. In some cases, the offices may need to be moved physically to be in one location. It can be a very expensive proposition with no clear returns provided. Texas A&M University has withered the challenges of the last two years very well. I am not sure why such drastic steps are being asked. What will be the benefit?

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Agree with recommendations.

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None!

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Turning student organizations into "semi-professional" organizations would be counterproductive because of the harm it would do to turnout. A common piece of advice for students is to "treat academics like a job," and many students do. This workload is doubled for members of the Corps of Cadets, as well as for students who actually work a job while taking classes. Already shouldering these responsibilities, why would a student take on a second or third job in a student organization? The resume padding just isn't that valuable. Simply put, student organizations need to be enjoyable to thrive (and in many cases survive), and the more strictly the administration regulates and governs them, the more job-like and less enjoyable they will be.

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The second recommendation under student affairs regarding the oversight of student organizations is concerning in that it is a little vague as to what types of organizations would receive what level of oversight. When the idea of value and mission alignment is applied to organizations like Fish Camp, this model makes sense as it primarily provides a service to A&M, and a large number of ideologically and culturally diverse students participate in its activities. If, however, the same oversight model were applied to a student political or religious organization it would run a very high risk of

interfering with such an organization's ideological autonomy and, potentially, could cause first amendment issues given that A&M is a public institution. Given these and other potential issues, the administration should err on the side of caution and avoid a one-size-fits-all model if it attempts this kind of oversight.

The students need to learn the history of this great school and how it was formed. Fish Camp needs some faculty and Former Student oversight.

These recommendations should be considered mandatory. Currently Student Affairs owns too many non-related areas.

This is a huge department and I agree that closer oversight in some areas is needed. Such as fist camp.

None

I agree with the recommendation to move CAPS and Student Health Services to the Health Services Center. I would like to see administration look at the lack of a collegiate recovery program at TAMU. A collegiate recovery program is "a college or university provided program that includes a supportive environment within the campus culture. CRPs reinforce the decision to engage in a lifestyle of recovery from addiction/ substance use disorder. It is designed to provide an educational opportunity alongside recovery supports to ensure that students do not have to sacrifice one for the other"- ARHE ( Association of Recovery in Higher Education). Although Health Promotion has offered recovery meetings once a week and has done a few sober events, it is not enough for the largest University in the nation. We are one of the few schools in the SEC that does NOT have a CRP. I met with the VP of Student Affairs in early 2016 about the need for collegiate recovery at TAMU. I had the support of the Aggie Network, Aggie Moms, other CRPs across the state ( no rivalry in Collegiate Recovery!) and students who were wanting recovery supports. I'm passionate about this as I feel it could have changed the trajectory of my son's life. My son's scholarship, Brandon Rogers Endowed Memorial Scholarship, went to the Aggie Recovery Community. In August 2016, the Aggie Recovery Community was formed. It was a student led organization and was thriving until the strong student leaders graduated. It is now no more, yet the funds for this group are still in their student activities fund. Almost one in five college students meet the criteria for having a substance use disorder. In 2019, I was honored to be selected to be a Fish Camp Namesake. In my camp, I had 7 freshman come up to me and tell me that they were in recovery, one of my counselors was in recovery and 2 students had lost brothers to overdose. Multiply those numbers by 40+ camps and you see the need. I would love to see administration investigate the need for a CRP at Texas A&M and a student led recovery community - resurrect the Aggie Recovery Community. I have communicated with Health Promotion the need for more recovery supports , especially a full fledged CRP- only need their own space and a full time staff member, much like what is offered to our veterans, students with disabilities, LGBTQ, etc. However, student affairs and health promotion have not embraced the idea as " they don't see the need." The need is there and you don't have to look very far to see it. Other campuses have thriving recovery programs and communities and these students are leaders on campus and promote a healthy lifestyle. One of those campuses, the University of Texas at Austin, told the Aggie Recovery Community about a grant that brought a leader in the collegiate recovery world to TAMU and she made recommendations. She came for 2 days and I was there for day one. I'm disappointed that we are way behind in this area, an area where we should be leading. I feel that instead of Health Promotion housing recovery supports since they "don't see the need", that it be moved to CAPS or to a department that has an interest in those students. The students in the original Aggie Recovery Community are engineers, business leaders, doctors, etc. These students deserve supports as much as other students. I would love the opportunity to speak to higher administration personnel about the issue. My phone number [REDACTED].

See my comments below about our exemplary Corps and traditions.

I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

Put 12 step recovery program aboard the TAMUG training ship

Construction science must remain with college of architecture. VIZA could move to new college of arts and sciences, but a program specifically for architectural visualization and rendering should be created in its place within the college of architecture.

More diversity needed in this area.



The reorganization of student affairs and expansion of HIP services is outstanding. Recommendation #3 to integrate student health and counseling and psychological services into Texas A&M Health is logical and a good use of resources. Please consider changing all references to "psychological" and "mental" health to the much more inclusive and current term of "behavioral health".

See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes based on this report.

Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

General Ramirez is a gift to the University. I would take his opinion seriously and follow his lead.

I love the idea of moving student health services under college of medicine. I am in strong favor of the changes in realignment in student affairs. Especially facility realignment of management of memorial student center. (However keeping programming part of MSC within student affairs)

The support and growth of Corps of Cadets must be strong and encouraged. The Fightin' Texas Aggie Band is the best ambassador this school has, keep it marching.

Very good - particularly the observation that student run organizations need adult supervision by their (hopefully competent) advisors under the VPSA! This is totally unbalanced now and the VPSA as mentioned is working on fixing it. Fish Camp is a good example! The recommended realignments seem worthy of consideration. The comment in the SWOT about the Texas Aggie Corps of Cadets being "an all male organization" which blocking necessary change to Texas A&M University is not true, obviously biased and agenda driven and should be cause to withhold payment to MGT! You just killed any credibility you ever think you had with me by that stupid remark, and you should publicly retract it and apologize for it and retract it...DO YOUR HOMEWORK!

The text and the SWOT analysis seem ambivalent at best about Texas A&M's historic traditions and culture, and seem to come down on the side of seeing the traditions and culture as a barrier to overcome. I submit that the traditions and culture are what separates A&M from the crowd of megauniversities that are increasingly impersonal and stamped from the same mold. With higher education awash with woke cancel-culture there ought to be room for one university with traditional values of loving America, celebrating unity, and the uniqueness of Texas' heritage. I expect that is why the report recommends that staff take over student organizations rather than continuing to let student organizations be run by students.

I expect TAMU leadership to demand students to carry the TAMU torch. No different than we were encouraged 55 years ago.

I agree with recommendations 1 and 2 as consolidation and transparency are key to student involvement.

As a former student who floundered and desperately needed academic advising, and as a parent who has watched her Aggie '23 suffer the same fate, PLEASE bring the academic advisors together! Very few 18 year olds know with certainty what they want to do with their lives, and even fewer know the path to take to get there. Changing majors should NOT be so difficult. I have heard of students forced to leave A&M and go to another school because they had too many hours to be allowed to change majors. That is insane. I understand we don't want life-long students, but until the academic advising is stronger, we cannot expect these kids to go it alone. Shouldn't they be able to take a semester or two to explore different academic avenues and determine the best fit? Locking them in to a scheduled set of classes does not help anyone. Let them explore higher education possibilities and offer true guidance along the way. The frustration for first-gen students must be overwhelming.

For the most part, Student Affairs should be re-focused on A&M's recognized strength: its traditional core values. If that is accomplished through this reshuffling of responsibilities it is useful. There is significant risk to this primary objective unless additional hires/replacements understand and promote this. Academic preparation of student affairs professionals does not prepare young graduates for this.

SA is especially important at TAMU and key to many student's success. CAPS provides many services in addition to long term counseling. A complete re-org to address one issue at the expense of other services sounds like a poor solution to the problem. It is evident that MGT does not understand the scope of services that CAPS provides.

Can we avoid touting fish camp as great in a report of this magnitude when it was barely addressed about the sexual harassment and misconduct news.

Your #1 issue is that female students are unsafe in and around Texas A&M. They are discouraged at every step when they have been sexually assaulted by the Rape Counselors, TAMU PD, College Station PD, and DA's office. My child fought through anyway, but as a school district superintendent I have never been more disappointed in the handling of an issue. Then, when we got to the grand jury after the PD never picked up video tapes held by my daughters work or the complex it happened, or investigated at all without threats of exposure, we were told by the DA that we should sue in civil court, a case for sexual assault will never go through in criminal court unless it is a stranger jumping out of the bushes in Brazos county. This is after an admission from the other party. Ridiculous. The bigger issue is that TAMU's officers, the counselors, etc. discourage victims. I know longer believe girls are safe and not because of the attacker, but because of the system that doesn't support the victim. And no my daughter was not drinking, dressed provocative or any of the other things you think, she was doing the right thing and was attacked by a peer with 3 prior arrest who was the same age because she said no, multiple times to his advances. She didn't even kiss the guy, and he physically and sexually assaulted her...I know things can happen, but the system you have in place is ridiculous. When my daughter recovers fully and I can speak out without harming her, I will and I will speak to masses and be heard. Fix it now.

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Let General Joe Ramirez run things like he did the Corps of Cadets following our Core Values to the "letters of RELLIS.

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I actually disagreed with the report's conclusions in the Student Affairs SWOT analysis. As someone who benefited greatly from the relaxed and restriction-free nature of student organizations, I would be loathe to impose restrictions. In fact, it wasn't until this report brought it up, but in hindsight I am very impressed that I had positive, inclusive experiences at ALL student organizations I was a part of and tried out. I only regret not investing more time into them, as my academic experience would not have been complete without the generation of soft skills that these organizations provide. I would certainly have Student Affairs continue to monitor and supervise such organizations regularly, but I would continue to allow them to grow organically and provide leadership opportunities without being manipulated to do so.

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These ideas are great.

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Further to my feedback on academic alignment, "mainstream" consultants/peers suggest centralization and "governance" of student-led programs like Fish Camp. The freedom for students to govern without Big Brother micro-management is key to A&M's second education and reputation as grooming leaders/CEOs of tomorrow.

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Don't take good jobs and pensions from the citizens of College Station.

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I think that the University is headed in the right direction here.

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Student services have long been indecipherable to students at A&M. Any attempt at reorganization gets approval from me, as does proper overview of student organizations.

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Do not allow student orgs to be rolled under academic side. The greatness of A&M has always been the passion students have to run and develop programs and groups. To lead. What makes us unique is our Aggie Culture. Our history is not always going to be on right side, but that does not mean we should erase it. Guidance is needed, but careful to not take over.

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The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

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Recommendation #1: Reorganize .... Agree with integration and removal recommendations. Recommendation #2: Align student .... Agree. Student organizations need very close oversight and accountability. No BLM or other radical programs should be allowed on campus. Recommendation #3: Integrate .... Disagree. Mental health issues should be handled outside of the university system. We do not need to be wholistic.

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Please do not lower academic standards to ensure minority students pass. This serves no one. If anything, have support set up to try and close the gaps for those underperforming students. But never lower standards to pass them.

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I fully appreciate the double edged sword that the Corps of Cadets represents to the advancement of TAMU's academic and social quality and national standing. Having been in the Corps and receiving an Army Commission there I know first hand the conservative heritage that is truly a source of pride and one of concern for contributing to the enhancement of current and future generations at TAMU. Gen Ramirez has done wonders with recruitment and retention of students of diverse backgrounds and much work is yet to be done. I would like to have seen a more in depth analysis and set of recommendations about how the Corps' culture could evolve, maintain it's role as Keepers of the Traditions and shed the perceived negative connotations that still exist particularly in the minority communities.

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As a former student, my experience today is with Student Affairs. I work with the Big Event Committee every year. I was involved in starting The Big Event WAY back in 1982. I come to The Big Event every year and try to be an encourager. I just want to say that in working with this group, I witness truly remarkable leadership development. It is so impressive to see what these students do. The unique culture of student leader empowerment is what makes this possible. The students are really in charge. I have no worries that this re-org will take away from that. I just want to mention it because it is so rare and such a strength of Texas A&M.

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These recommendations make sense. Student affairs should be about students and their advancement and transition from the university. Allowing Texas A&M Health to take over student health services and counseling and psychological services would allow students to benefit from the best professionals in the industry, allow faculty to also treat students (saving resources hopefully), and provide potential primary care residency programs for medical students. I support this. In addition, Texas A&M Health already has a model to follow with its newly established Health Hub in Bryan and could expand to provide dental services for students.

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As indicate above, the focus should be on the Students. While outscoring parts of the University system may be economically advantages to the University, the unintended consequences, or collateral impacts should be corrected. Regrettably, the entire system seems to have commoditized everything, including the students which I believe will have longer term ramifications for A&M.

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During COVID, my son was extremely frustrated only talking to student workers about getting his major changed so that he would be able to register for the classes he needed. I finally went online to his field of study and emailed everyone listed online in the department. He got a phone call the next day and helped him out.

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Most of the reorganization sound like just changes to increase overall efficiency, but Student Organizations should be largely left alone as they allow for true freedom of development by students themselves.

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Student affairs needs to focus on leadership and other core AGGIE values, stop with the divisive CRT, race, DEI, BLUE, nonsense and work to build effective teams, emphasizes everyone's individual strengths. Stop the division.

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No comments

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Good!

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Student affairs must be overseen with the purpose of eliminating students and/or faculty working in opposition to traditional values.

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I love the idea of prioritizing areas such as the veterans services, money education, and career services. I either used those services or wished they were readily available while I was at A&M. I also really like combining the student health resources to make it easier for students to get help and holding areas accountable.

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I was concerned about a statement in the report regarding opportunities and obstacles. I am paraphrasing here. It referenced our traditions and culture as being both a strength and an obstacle to academic endeavors. It once was acceptable to be an outstanding academic institution within the confines of an agreed upon defined set of cultural norms. The greatest example is how many of America's initial institutions of higher learning were church based. Academic progress advanced pretty well within those confines while strengthening students moral fiber as well as societal progress. I see nothing wrong with students choosing an institution of higher learning based upon two criteria; academics and culture.

Do your best to 1) keep students safe/healthy, 2) make sure that they learn as much as possible, and 3) have fun - in that important order!

Focus on Academics and educating students in "How to Think logically" and "How to Learn". Do not waste our donations and tax dollars on the most recent politically popular movements. Student Affairs should be a reflection of the student body as a whole, represented by students from ALL the various colleges and degrees. Historically, this has not been true and the students from the Business, Teaching, Liberal Arts, and Political Science degree paths have dominated the elections to the Student Advisory positions. A system where all the different colleges are represented equally would be much more beneficial. This would allow for the voices of all the diversified student body to be heard, and not just the more vocal degree paths. Science and Engineering students are not typically represented in the Student Senate because of the time requirements that these more academically challenging degrees require.

Seeing the impact that the Money Education Center had on the many students since it's inception, I believe the Money Education center moving into Student affairs will allow the much needed practice of financial literacy to continue to grow and be better supported.

MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

I feel that TAMU provides great clubs and extracurricular opportunities to students. I agree of the importance to focus on the wholistic health of the student population. There are a lot of international students, out-of-state students, rural Texan students, and clashing of lots of emotions and while under the pressure of academic, personal, and sometimes physical stress. How do you make a campus that can aid these students? A rural Texan student might not be used to big campus culture or be under academic stress. An international student might be worrying about visas, family back at home, and complete isolation. Each population must be cared for and know what is available to them.

Most of these seem like good ideas. I would caution that moving some of these functions into other stovepipes will mean that the students receive lesser priority since other institutional needs will become more important. Need to ensure they don't lose focus on why they exist at all. No students=no institution.

I am a former student and academic excellence adviser to Kappa Kappa Gamma Sorority. This sorority has been under scrutiny in the past for various reasons, and still the fraternity continues to grow each year. Although, I respect the continued supervision of our sorority by the University, I would also like to experience the continued collaboration of the two entities for the benefit of students especially women students.

I know several students including my son that have benefitted greatly from the work of the Money Education Center. It is life changing when a young adult (or any adult) learns the power of money and its impact on one's life. I believe this helps the financial health of our students and university. If moving the Money Education Center helps this work to grow, I am all for it. I believe every student should take their class!

Agree

1) There is almost no reference in the executive summary about improving the experience and service to students. This is alarming. It is THE focus. If one of the recommendations doesn't improve student experience, then it should be shelved immediately. 2) The reference to the successful outsourcing initiatives for dining and student residences are uninformed. I interact with students very frequently. They do not like the food, period. They also feel that the dormitories are managed in a VERY impersonal way and they do not feel like they matter. Parents echo the impersonal approach to dormitory management. You have problems to solve with dining and dormitories. And please do not reduce opportunities for students to use a Work Study program to work in these jobs. That is not beneficial to anyone. 3) Note that one of the services that should be improved is the food that is provided in the dining halls. You have over optimized this and the food isn't as good as it should be. This is key to student and parent satisfaction. 4) Read the references to DEI and demographics of the Faculty Senate for information, but be very discerning about what you actually implement. There may be some tweaks, but merit should still be the deciding factor in most decisions. 5) Regarding DEI, move forward very carefully. Everyone deserves a chance. But admission and appointment decisions must be based on merit. A&M is an inclusive environment. You just have to work hard to earn your way in and work hard to earn your way out with a degree. Don't lose that. For instance, why does the proposed org chart for the Academic and Strategic Collaborations elevate the role of VP Diversity over the Sr. Associate/Associate VPs of the other areas? To depict the role in this way is merely ostentatious virtue signaling and is not pragmatic or wise at all.

Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

Minority representation especially with funding of their clubs or centers is vital to student success. Restart funding of LGBTQ center and other similar ventures

As a former student, and (hopeful) parent of a future student, this is of great importance to me as I want my children to experience the family that I did at A&M. When I read through the report, my concern is that we are being pushed by a minority of the population to change the University's culture. When the campus' identity is viewed as it's strongest asset, how can it also be it's biggest threat. We do need a more diverse University, but we need to find a way to do that without destroying the things that make A&M what it is. I saw no recommendation on how to do that. What I saw was a push to make A&M more liberal, period. They recommended making A&M more like the university of Texas, which to me is just insane. My son, who is a senior in high school applied to Texas A&M because he felt that it was a match for him. He asked to leave the university of Texas, within the first 5 minutes of being there, because the type of energy on that campus just didn't feel right to him. So we talk about diversity, and getting everyone included, but apparently that doesn't mean the kids that have a more conservative view of the world. Those young minds are not seen as valuable, nor is the input that they may have on the future of our society. Where is the inclusivity in that?

TAMU is described as slow to change in this document regarding conservative values and diversity. This is not a bug, it's a feature. When universities around the nation are stooping to explicitly racist diversity quotas, segregation, and flavor of the month radicalism, TAMU should be a lighthouse. You don't mess with tradition, and you don't bend the trend.

As a former student who benefited from student affairs, I don't understand why students are choosing not to participate today?

N/A

Students could be huge champions of Sustainability and Environmental Protection for A&M Operations. They are not. Sustainability should be woven into ALL A&M planning and activities. Their future is being ruined along with the environment, why don't they show more interest in carbon emissions reduction?

Agree with the recommendations from the report

Like

A refocus on student programming is refreshing for this office to maintain and grow in the future.

Student Affairs needs to allow for human contact other than communicating by text messages - you can't call a number and reach a human. This is a recent change that makes it difficult to communicate with TAMU.

None

All three recommendations are great

133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

Certainly, I have seen the struggles with academic advising (having sophomore and junior sons currently at Texas A&M). I have seen the advisor's schedules and how long it takes them to get to meet with them. And the struggle to migrate across majors/schools is incredibly difficult, as you pointed out. There is a huge opportunity for improvement here.

Centralizing advisors is completely out of touch. This is not a business looking for the most profit. Students need advisors that actually understand their major. How can this report mention diversity as the top three threats, but provide no recommendations to counter these threats at all? Was this section meant to be taken out of the final draft, but forgotten about?

No further comments. Not enough information to agree/disagree with recommendations made

Glad to have more training for these Ags.

Step one, get rid of the assistant Vice President job that was made. If reorganizations are going to cost students money, then don't do them. Doing that fails your students and detracts from TAMU. On a side note, the veterans affairs office has issues. I've tried to get information from them and the results have been less than hoped.

The decentralization of elements under Student Affairs may have benefit, but there is nothing in the recommendation about how the reorganization would impact student experience. There are advantages to centralized service providers and the impact/mitigation of those losses is not addressed in the report.

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Leveraging student affairs for a holistic educational experience seems a fine idea on the surface, but it also seems highly subject to administrative oversight. Again, restructuring seems a fine way to target central values, and the idea for management of student organizations is primed to do much more good than harm, but I feel that some aspects of this approach need to be more firmly planted into the rationale of dynamic progression noted in the report. I would suggest something along the lines of a student interests board- of students, faculty, and other invested parties- that can help to define values and needs of the changing student body (long-term) and keep a sense of accountability for administrative services.

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The primary goal in all student affairs is retaining and strengthening the Aggie Way. Controlling Fish Camp, for example, is not in the best interests of incoming students. Providing a frame work for Fish Camp would help with consistency but also allow diversity of thought and culture to continue to evolve. However, there must be a base from which everything is established and can be reestablished to that base when necessary. When I first entered A&M there were 26,000 students. I found it a very lonely experience at times. I can only imagine what that experience is like now. With that in mind, I have very little input to provide a solution but that is something that should be thought through and addressed. A more cohesive student affairs should be pursued. It was a mess when I was attending but everyone tried their best to make it work.

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Please don't bend the knee and go woke. We don't need to rename things and rip down status. The history belongs to all of us both current and former students alike.

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Student Aid & Counseling should be expanded to cope with the increased stress felt by students.

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In 2019 I returned to campus for our 50th reunion and I was so impressed with the level of commitment of the student I met and their involvement not only in studies but in various activities on campus. The core values of TAMU have not been lost in the students I met. It made me even more proud to be an Aggies.

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It is a "positive" to see improvement for diversity, equity, and inclusion. Would like to see an active reach or promotion for legacy enrollment, particularly of minorities. Though there have been legal challenges, there seems to be a work-around at other universities. I was disappointed that my three kids received no communication or "scoring" for possible admission.

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Support for International students and international programs should be increased on and off campus.

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Student Affairs should stress being helpful to the overall experience of young Aggies. The idea that always changing just for the sake of changing is not necessary. Subtle changes while keeping Aggie Values at the core should be impreative. Times like the current create a lot of confusion for these young folks.

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The model suggested related to Student Health is very similar to the more centralized and VERY effective model we have at my jurisdiction in King County, WA. I think this will vastly improve the effectiveness of the work and centralize any research or metrics that the Texas A&M Health conducts.

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Interesting that the "Money Education Center" prepares students by "expanding financial literacy ... to ensure students are prepared to face debt". Wouldn't it be better to ensure students can get out of student debt as fast as possible or better yet decide whether the degree program they have chosen has absolutely no cost/benefit what so ever? Now that would be a true money education center.

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The student body of TAMU is not reflective of the demographics of Texas. There are many factors contributing to this. That we continue to have the statue of confederate general at the heart of our campus is not only an embarrassment it is also a detractor to black and other minority students such as those who have a sense of justice.

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I strongly agree with this recommendation: "Establishing student organizations as semi-professional entities with structured guidelines and expectations allows students to understand the reality of most post-college professional settings while enjoying shared interests with other students." During my time at A&M, I was involved in many student organizations, some were larger than others, but in all of them, I learned the importance of budgeting, vendor contracting, verbal and written communication with external companies, and leadership. Some of the organizations had a very involved faculty advisor, whereas others didn't and I leaned on my fellow student leaders to make decisions and "figure it out". I graduated 8.5 years ago, and I'm so thankful for some of these experiences as I entered the workplace already possessing some of these skills. However, many other new graduates haven't had these same experiences. I

also know that I could have learned more if there had been structured guidance or resources for some of these activities. I know that the activities will greatly vary by student organization and its mission, but having some generic guidance on common practices that most student organizations will perform will help (i.e. budgeting, SOFC coordination, forecasting, etc.).

Other groups to include with actual recognition include the Greek system, diversity-specific groups (LGTB would be one example), etc. There could be more topical participation areas within this group (athletics; music and arts; hometown or regional meet ups; charity/service; etc.)

From the remote former student perspective, parts of "student affairs" appears to be a mess, likely a result of external political influences. Restructuring is likely needed, but the new structure should be reluctant to make politically-coined acronyms the purpose for reorganization. This should be about helping students achieve personal goals, and the resources available to do that.

I would like to see a higher percentage of students feeling like A&M is headed in the right direction. The university is WAY TOO big in the sense that there are too many students currently at TAMU. It is hard for students to find parking spots on campus. As much as I don't want there to be less AGGIES graduating from TAMU, TAMU needs to limit the number of people attending the school. Students are just a number--too many to hear their voices and concerns.

With regard to mental health provisions for students, I believe this is extremely important with such a large population. Even when I was a student eons ago, there were situations that were uncomfortable for me, and I felt lucky to have caring friends to watch out for me. But not all students will have this kind of support. Having support and advertising the availability of counseling or anonymous discussions to students will make A&M a safer place. College Station is also a safer city than many in Texas, and this could be good marketing for student recruitment along with mental health services.

Agree

Not sure if this is the correct department does this feedback... but I can only see positive outcomes to adding more students of color to the TAMU student body. Sure it's great that we have five generations of Louie Gohmerts, but are we really proud of these "legacies"? How about helping out the Hispanic and Black population? Recruit the best and brightest. Give them the best scholarships. Assign a person in leadership to support them all the way through. Hand-hold if you have to—but do something! The lack of diversity is embarrassing. There were no (I mean zero) students of color in my graduating college. How could this be possible? Because we weren't striving to be anti-racist. We rest on our laurels and traditions and forget there are brilliant minds who don't look like us and pass them by. We can do so much better. I'll give my money to TAMU when they show even a 5% improvement in the enrollment of black students.

Keeping the students informed, not only about current affairs, but also the history & traditions of TAMU helps the student body to understand why we have traditions & their importance to all Aggies. This information would help each student to understand why we are Aggies & to support maintaining said traditions. Each Aggie should feel a level of ownership to TAMU while there & after leaving.

Seem logical and streamlined, communication to students and potential students is key. A marketing program aligned around how to navigate this department would be beneficial to students, potential students and their parents would be extremely helpful. Enrollment requirements are high but the process and ongoing needs of students, where and who to go to for what, should be fairly easy to communicate.

Vehemently disagree with the Student Affairs SWOT Analysis in its entirety. The statement "a desire for a cultural shift [away] from allowing students a large amount of freedom to run and manage student organizations with limited boundaries and guidelines" as a means to \*enhance\* leadership training is an utterly contradictory notion; it suggest removing the very thing that accrues leadership traits to an individual. The student experience belongs to the students, not to chaperones who remove the ability for students to try, fail, and learn. The University is certainly within its rights to establish a code of conduct and set guard rails for acceptable activities, and likewise to impose consequences for infractions; however, to insert itself into individual organizations and amongst individual leaders would be a grave disservice to the development of those student leaders. The last statement in the section exposes just how little of the culture the consultancy was able to come to understand.

Agree with recommendations

None

I know there is a high percentage chance this will fall on deaf ears, but I want to warn those implementing this report that there is much danger to streamlining our Student Organization structure to be just like every other university. One of the things that makes Texas A&M so special is that students are given more responsibility than at other universities, and given the reigns to succeed or fail. I would not be who I am today without that opportunity, and it is the single most reason I am thankful to have attended Texas A&M. I could have received the same education at a multitude of other schools, but the student involvement and leadership responsibility is what set A&M apart. Without it, we grow more and more like every other school. I would like to mention the report's comments in the threat analysis regarding Fish Camp. The report states "There is a lack of control over the content of the camp. The challenges of polarized politics have the potential to threaten core values.", immediately after mentioning A&M's huge problem with diversity. Fish Camp is one of the most forward thinking organizations on campus, and continually tackles A&M's issues head on. They don't always do it perfectly, but at least they aren't reading off a script hand approved by the Board of Regents, President's Office, and VP of Student Affairs. Taking away that control from the students not only cheapens the experience of the student leaders, it also cheapens the experience of the new students coming to the camp. Students aren't dumb, and can tell when someone is speaking something they actually believe and are passionate about compared to what they are required to say. I would hope that TAMU leadership allows these students to be leaders, speak to their authentic experiences, and challenge TAMU to get better and be more diverse. My hope is that after this report, students continue to have the opportunity to lead and make decisions for all organizations on campus, and that the university provides them more support to do so. Thanks and Gig 'em, [REDACTED] '16 and '17

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While not discussed here, A&M is losing quality student enrollment. Former Aggies are intelligent and raise their children with high standards. Somewhere, someone decided that Aggies will send their kids to A&M no matter what. So, that group decided to discriminate against legacy Aggies. Scholarships and opportunities are given to new generation Aggies and Legacy Aggies are not considered. The result is a new generation of Aggies, ones that do not know or appreciate the traditions. Over time, this has resulted in a loss of tradition for the school. Quality students are going to other schools because other schools are showing value in these students with not only scholarships but also personal phone calls, emails, and handwritten letters. I for one was very embarrassed at what A&M provided in terms of scholarships and communication. My daughter received \$83,000 in scholarships from a competitor school. A&M offered a one time scholarship of \$1000.

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No opinion.

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We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

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My most important concern. The cost of students attending A&M continues to rise faster than inflation (although 2021 inflation may be impossible to exceed). Thus the cost for students to obtain a degree makes it necessary to obtain student loans requiring years of repayment or for parents to use retirement funds for their children's education. Something must be done to correct this.

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Bring back bonfire

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I agree that high impact practice services like the money education center should be aligned with student affairs. It should be equal in status to the career center. Students at every stage of their college education should have ready access to the money education center. The class taught by the money education center staff called foundations of money education is excellent. Now that the class is a part of the core curriculum, it should be promoted even more heavily and be available to more students.

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I do worry that moving Career Center away from Provost might lessen the visibility and types of recruiting activities done at TAMU. Theoretically I agree with many of the recommendations, but I am concerned with a lessening of recruitment and Aggie hiring, which is why the students are attending TAMU.

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I am 'shocked' at the absence of any discussion around college tuition and the cost to attend college. The approach to funding college education is changing and needs to change. A&M should be 100% focused on placing students in jobs (hence stronger collaboration with business) and, after placed, collecting for the cost of education. Business can and should make investments in reducing college costs also...it is their future also!

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Do not sell out to Critical Race Theory Keep political bias out of the classroom Protest the free exchange of thoughts and ideas that is supposed to take place at a university.

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I have serious concerns about the movement of the Memorial Student Center here. This facility and all activities pertaining to it are sacred. I do not believe a staff member needs to be involved and policing every student organization. This is exactly what the Aggie Honor Code was created for. If you don't trust your Aggies you don't belong there. Offer a training for groups leaders at the beginning of the year and then let them go. They are not little kids. Stay out of the clubs and stay out of the groups....this is not socialist big brother. This is Aggies!

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Stop promoting/prioritizing the jab

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I must have missed any recommendations for the Women's Resource Center. This was of interest to me as I have endowed the WRC.

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Student organizations and conferences need to be run by student for students. Student organizations should be accountable to their members and target audience, not to university staff. A&M has some of the best "other education" opportunities in the country just because these organizations are student-led rather than staff managed. The University has a role in supporting, rather than managing or controlling, student organizations.

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Advising has always been terrible (in the sense of hit or miss) at A&M. I like the idea of centralization, but I do worry that bureaucrats will advise students based on simple numbers. What we need are BOTH people that actually know their students and also know their programs. Right now we have neither - consistently. I speak as both a former student and as a current parent.

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No specific comments here.

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I absolutely agree there need to be changes to the oversight of student organizations. Freshmen are pushed at New Student Conferences to join a leadership group to be a part of "FLO". So many students try and don't get it, and their esteem/confidence is shot at a vulnerable time during some of their first experiences at A&M. Sadly, what is later learned is that many times the people selected for the groups were selected because they know someone or are a good "party buddy". How can the school encourage our freshmen to join these leadership groups that have such a biased process? Sororities/Fraternities are different since the school does not promote them, but if the school promotes these leadership programs at New Student Conferences there needs to be better oversight of the selection process for these organizations. I have heard so many parents complain about the current process, and I think it is because the student groups have little to no accountability. Also, I think if the school wants to continue to grow, it is absolutely critical that you have the most outstanding A&M personalities leading tours with potential students. I have heard from several parents who told me that the student who led their tour of campus did nothing to promote the true spirit of A&M and as a result, their children chose other schools (which included Texas). In fact, they told me that had I given the tour, their children probably would have chosen A&M. That is a critical time to introduce A&M to student prospects, so I would suggest you have a thorough review of the process selecting students for those positions.

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We can not lose our unique ethos. The heart and soul of our school needs to be focused on those core values. If we lose our focus and commitment to those values, and fail to inculcate them into our students we have failed in our mission to the citizens of the state of Texas and to our nation. Academic achievement devoid of core values only promotes soulless elites. We have enough of those in our country.

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Agree

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I believe that the plan for supporting students that are struggling emotionally is still short of the need. It is very difficult for many students to adjust to the size of Texas A&M

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Major Kudos to the Corps of Cadets Academic office. They have been a huge help to my son who is a fish in the FTAB. I dearly wish we had something like that back in 1984 when I was a fish, I'm sure my academic career would have been much better than it turned out. I've been really impressed with that department. Merideth and her team are doing a fantastic job for our cadets!

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NEVER EVER allow disgusting perverted shows on campus like "Draggieland." That is what made me stop my annual donations to TAMU.

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Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M.

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Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

no comments

SA as a whole is decent to mediocre on campus. Many universities have much more robust and active units.

Very disappointed with Students chanting F\*\*k Joe Biden at Kyle Field....This is not the Aggie Spirit I am accustomed to...lets leave politics out of our athletic endeavors

Increase the Corps enrollment. The Corps is A & M in the eyes of many in industry.

Agree with all findings and the rationale for each.

No doubt oversight needs to happen with student organizations, esp. those that are large and high profile. No doubt Fish Camp is out of control. Moving OPAS out of the MSC is a HUGE mistake. Just like moving Parent's Weekend Committee out of Student Government. Those are MAJOR student leadership development opportunities that need to stay where they've been. Sure hope the current interim VPSA is not the final choice as permanent replacement.

none

MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

DEI is the death of Texas A&M. Anyone can apply to the school. Why not ask current and former students of color to comment on their experiences? Why did they come to TAMU? Trying to make admission easier for some and not others is racist! You are basically saying that people of color are too dumb to get in on their own merit.

Advocating for fringe groups that do not align with our CORE Values as Aggies is a concern. For example, allowing the "Gay Pride" groups a louder and brighter presence on the campus does not give equal opportunity for students to see a more conservative front that A&M has portrayed in the past. Tradition is important. This is why we chose Aggieland. Not a progressive Aggieland. Those students have other places in Austin to choose.

Fine as presented

No strong feelings here... Reorganization could have some benefits, as would getting resources aligned.

I am concerned with the recommendations regarding counseling services and student organizations. While I am glad to see the recommendations acknowledge the increased use of counseling services and other health services, I do not think the problem here is necessarily one that involves realignment but one having to do with funding and priorities. I feel that the university often has not funded counseling services in the ways it should. This can easily be seen through the creation of several new buildings on campus that were given priority treatment over the building that would house counseling services. Additionally, the relegation of counseling to West Campus in portable buildings that were nearly impossible to access for students suffering from mental health problems was problematic and I believe that these are concerns that should have been noted in the report. I am not certain that combining the student counseling services into another area will make this better. I worry that the opposite will happen and counseling services will be competing for more resources and staff and will be even less available to students in need. Additionally, I wish the report had highlighted more of the issues associated with student organizations. As someone who was highly involved in organizations throughout my time at Texas A&M, including being the executive of an organization, the current structure of student organizations at A&M is problematic and I applaud this report for acknowledging the current issues that plague student organizations. However, I do not believe that this report ultimately says anything meaningful about what needs to happen to fix these problems. Fish Camp (and they are not the only organization with this issue) was recently revealed in the Battalion to have had major issues with sexual assaults of both freshman attendees and staff members, to which the organization shrugged its shoulders and moved on doing what they always do with no new protections in place. This kind of behavior can no longer continue at Texas A&M. It saddens me to see a university that does not consider any real changes to organizational structure to prevent sexual assaults and protect the many students who are victims of sexual assault because of organizations like fish camp that lack any kind of meaningful oversight. If student activities are going to be restructured or reconsidered, institutional oversight must occur and a plan must be created to

lessen the number of assaults on students.

I'm about to have two children reach college age. As I dreamed of them becoming aggies one day in the past, I'm now concerned that the campus is no longer a safe place for conservative students. The college's actions on masks, vaccines, asking students to report on other students and other political issues show a clear slant in the leadership of the college. What the hell has happened to Aggieland?

Need balancer curriculum.

Adding to the student organizational management (speaking as one who oversaw student orgs at a different institution after leaving A&M), if you want to improve the structure and success of student orgs, you need more full-time staff oversight. Sport Clubs (within Recreational Sports) is a good example of that. 2 full-time staff (plus other support staff) for 30+ clubs is still ALOT of work for that staff. Just make sure if you have increase student org management training/oversight, that you add the appropriate amount of staff oversight or else they will burnout and it will be worse.

Fraternity hazing is still allowed to permeate the campus. IFC lacks university direction and leadership.

May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. Regards, [REDACTED] Class of 2014

Improving student access to health services, including counseling and psychological support, should be paramount.

No comments.

Lots of good organizations on campus.

I am concerned about trying to conform the student body to a "standard", consisting of "underrepresented" people. Students need to be recruited according to ability and talent and experience, not because they meet a profile need of some misaligned expectation. A&M was a conservative college in my day, class of '82, and should continue to be so. That is what made A&M a top university.

I think this new structure would be great. As someone who was involved in SA alot, I think it will help put the students first.

## Student Affairs - Other

Please provide your comments related to Student Affairs:

N/A

No comments.

NA

There is a major crowding issue on the College Station campus that seems to be impacting the educational process and resulting in a dwindling percentage of students who can graduate in 4 years. Student population growth may need to be halted until this can be addressed. Student mental and physical health needs must be met appropriately in order to develop future leaders. I am afraid that the pandemic has highlighted this need. An urgent care model for student health service is needed to assist those who are very ill and unable to get themselves to off campus care, as well as to prevent the spread of contagious illness in a large, dense population of students. It seems like the SHS facility and the

staffing are significantly inadequate to support the level of need and outreach teams may need to be called in to fill the gap.

All I really want to ask is who on Earth thinks centralizing advising for all undergraduate students in all those diverse colleges and departments in a huge university is going to help those students lost in advising by people who are not focused on the student's major or aware of departmental opportunities. Advising is done well the close to home possible.

These recommendations support our renewed focus on student success, retention, support and graduation.

Please add more help for students struggling with anxiety and depression. There is not enough help on campus and the wait for an off campus appointment is months! More education and action is needed too with student alcohol consumption on and around campus.

Mental health is a great concern and services should be readily available. At other colleges we toured, the college used the counseling education program to offer extensive counseling services to students. This allowed the students to practice and provided a needed service. We saw suicide and suicided attempts happen around my child in the dorm. I think Covid restrictions had a huge affect on that, but it clearly indicated there is a problem. Parents report that there is a 1 year wait to get into a counselor in town. The university should leverage its resources and utilize the opportunity to both train future practitioners and meet a critical need.

More advisory staff and hours available

n/c

none

I completed the SAAHE program at TAMU in 2013 and always found the student organization culture at TAMU to be very unique. I think unfortunately longstanding tradition that has allowed the student org culture to act in very autonomous ways has led to a lack of oversight and safety in big events and integral operations to the university's functioning. More regulation in the student org leadership and training I think is important.

In general while i think close relationships with students is necessary we should remember that the vast majority of our students are 'kids', maybe young adults...but far from being 'stand alone adults'. Even our cadets that graduate with commissions are sent to much more training and education before they are allowed to lead...and i submit the average cadet graduates with significant more leadership skills than the average 'non reg' graduate....a big part of that is maturity. The administration exists to facilitate the education and guidance of these young people....the faculty exists to teach and guide these young people. While some input from the student body is good, history has shown us that a student body with unbalanced influence can be counter productive....it is not intended for the student body to advise the administration and/or faculty on what or how to educate them.....tail wagging the dog. Along these lines i think most student surveys are superfluous. If they dont like the A&M experience.....Highway six runs both ways....they can go somewhere else. More meaningful surveys would be those asking for parental input....or from grads 3-5 years after graduation.

As a retired TAMU: tenured faculty member; masters program coordinator; endowed professor; research center associate director, University Grievance Committee chair, faculty senator & College of Architecture faculty senate caucus leader, I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

No comment.

I'm not sure if advising falls under this but I'll put it here. The College of Geoscience currently offers incredible a academic advising, programs, internships, and so much more. The size of this college makes the overall student relationship more personable which makes for a better overall student experience. Advising should not be centralized because advising is not a one-for-all answer. I was impressed with how A&M offered advising at each respective college based on degree plan. That absolutely should not change. The advisors being IN the college and getting to know the students is what helps make Geoscience students so successful.

- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting,

management, law, communications, etc. • Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers). • Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose “blue collar”, “1st generation” and “make it happen” students. Did you know 24% of the current COSC students are 1st generation minority students? • CIAC’s influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC’s influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering. • Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

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No comment

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The major issue here is that of student advising. While it important that all student advisers be singing from the same song sheet, putting them all together as a centralized group will not improve matters. Advisers need to be close to the students they advise, which means in the colleges/schools/departments. Such things as course requirements change on a regular basis, often very quickly, and if the advisers are not located in the units where such changes occur, they will likely not know about them. This comes back to the whole idea of centralization, which in this case seems to be for the sake of it, rather than for serving the students. In my opinion, the advisers themselves have a pretty good grapevine that allows them to consult each other as needed.

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This one is a freaking hot mess and that's an understatement of the century! MUST be reorganized from the top down. There's political crap going on, targeting those who have views of the opposite party. My student was targeted by an RA she literally stalked him AFTER we turned her in for her conduct as she was one of those assigned to deliver food and didn't follow protocols.... he was in quarantine due to his roommate's false positive test result.... instead of putting the food down at the door and step back 6+ ft she'd stand there wait for him to answer then YELL at him for answering his door, staying within the confines of his door for not wearing a mask. Complaints made it as high as Mr McGinnis who stated he'd have a word with them. SHE is the reason we decided it was best to live off campus the following school year.

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N/A

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You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

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Entirely too many student organizations and offices. Many student organizations are NOT inclusive. Why do we have to have clubs for everything? We don't. Students should do this stuff on their own time. A&M should not be a small town. It's focus should be on teaching and research.

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I'm not 100% sure where the comment belongs, but I'm disappointed the report did not address systemic racism, especially prevalent in the Corps, as well as the fact that this is 2021 and the ENTIRE military is gender-integrated, but the Corps of Cadets continues to have all-male units. What does this teach these students? That it is OK to exclude half our population? That it is OK to embrace male supremacy? Something else? This absolutely needs to stop along with the racism. Come on man, let's get your act together and address these issues.

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Being a university with so many beautiful traditions and core values, I most definitely agree that changes need to be made in order to hold organizations and some of the student body accountable for their actions. I believe from what I have seen and heard throughout campus and events attended that core values are slowly disappearing.

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none

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None

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I think so many of youth challenges lie with how we as adults hobble them. We validate and label anxiety and depression when most often they are having normal emotional responses to life's challenges. We lower our expectations rather than raise them. We shelter them instead of challenge them. We fail to teach them our values and instead allow their peers and society to influence them. We feminize our boys with safety and gentleness rather than let them get bloodied and experience danger. And so we blur the lines of male and female.

A&M's culture and traditions is what makes it unique. The Corps is an integral part of the culture, not a hindrance as the report states. Aggies should be united by their love for this culture. Stop accepting students just to make quotas based on race or economic status but those who want a quality education and want to help continue upholding the Aggie Spirit. Students could use more help in academic advising to help choose the right major. Changing a major should not be so difficult.

I look forward to the potential changes with the counseling services (CAPS) to join Health Science. I was unable to provide feedback as a former staff with this survey so I am glad I am able to give some input now. There were a lot of turn over at CAPS in the last few years so they were unable to retain staff which can be a flag by itself. Staff were asked to provide high quantity and short term services while the administrators (over 10 administrators at one time) seemed to have much lower service delivery expectations. I heard CAPS recently cut back the number of administrators but the problems remain because the staff moral may still be low. I worry that the instability of staff could affect the quality of services students receive. I left because I did not feel I could provide the quality of services that could meet my own expectations although I understand changes were needed. Also, I agree with the assessment with the transition from CAPS to the community providers can interrupt students' academic progress. One of the questions would be if the current staff would have the experiences and if the center would have resources to treat these longer term or more serious conditions since many experienced "retired". Several people retired from CAPS and started their own practice in the community. Finally, some of these former staff may be willing to provide some feedback if opinions or feedback are sought so our voices could be heard since there was no exit interviews when I left.

Removing the counseling center from student affairs would be detrimental to the crisis response and collaborative services that are provided by CCAPS across campus. Response to a student death, response to crisis situations, a pandemic, and indeed, timely outreach response have never been provided by the HSC. Additionally, very few university counseling services are housed under medical schools. Nearly all who tried this administrative approach have failed miserably. Funding will also be an issue since nearly all CCAPS funding is from the Student Service Fee. This limits who may use the services—definitely not townspeople, faculty, or staff who do not pay the fee. The HSC provides service to all comers. Finally, the report is in error when it states that students with long term needs are referred out after 3-4 sessions. In fact, if it is ascertained that the student needs long term treatment, the student is referred out after that first assessment. And a case referral specialist helps him/her get connected to community resources. Centralization is good to a point; centralization to connect all similar offices without considering the impact on departments and divisions is what led to the decentralization that we now have.

Excellent

## **Q6 - Please provide your comments related to Facilities:**

### **Facilities - Faculty**

Please provide your comments related to Facilities:

Some entities on campus have much higher facilities demands and require more specific expertise that has been developed over many years, the Libraries for example. Losing facilities to centralization would greatly hamper the Libraries' ability to safeguard its special collections and preserve its vast holdings across many buildings.

I never read about any bricks and mortar funding for buildings that would house research (and teaching, etc) -- only things for athletes, band members, cadets, etc.

The College of Architecture is fragmented, living in multiple buildings. A new facility to house the College in one location would be good.

It is unclear how space decisions will be made or made equitably with these changes. Further, bragging about the outsourcing to SCC shows a clear failure on the university's part. Those employees of SCC are unpaid and overworked to the point that a nonprofit emerged from TAMU students to help those staff. Many of these employees utilize the local food banks regularly. It is a dishonor to TAMU values that our own staff cannot feed themselves on the wages they are offered. And the quality of the service has dropped not due to the employees themselves but due to not having enough employees.

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Centralization can be wonderful when done correctly - I do worry about services such as SRS ITS IRB

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More faculty lounges and seminar rooms would be really nice. Some departments have neither. What is available in Zachry now is a good model.

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The Office for Diversity should not be shunted into Facilities Mgmt for two reasons: 1) that office engages students, faculty, and staff about recruiting, retention, equity, and climate--in other words, the entire spectrum/foundation of a university; 2) to engage at that level, and be seen as a primary force at TAMU, it needs to remain in direct report to the provost/president.

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No Comment

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the transition to outsourcing Facility services resulted in dirty rooms, lack of supplies in restrooms- offices on my floor were waxed and there was HAIR AND DIRT embedded in the waxed floor in my office. This is another example of how outsourcing and centralizing services has resulted in very poor services.

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The statements about facilities in the report is where the MGT report lost all credibility with me. The outsourcing of facilities is not generally viewed as successful on the main campus. As an end user of their services, getting something properly fixed on campus is neither easy nor efficient. You often have to settle for good enough. I even had to ask people to not come back and leave things broken because it was easier than dealing with the SSC people/process. It is hard to know if creating a new division of Facilities and Planning and Construction can fix a system as broken as the one in place at A&M. It seems as though the best remedy would be to hold the folks who have overseen the construction of faulty buildings on campus accountable for these failings. There is a lot of mumbo jumbo in the paragraph of the report below Rationale #2 (Facilities section, page 55) that is not convincing that expanding an organization will address any of the existing issues with facilities on campus. I believe that the consultants missed an opportunity with this part of the report.

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I'm not sure if this goes here, but it was disappointing to see that ADA supports were not at all addressed in the report. Currently, ADA compliance is isolated to the individual buildings, making the experiences of our students, faculty, and staff with disabilities even more needlessly difficult.

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I am constantly amazed that we continue to rebuild, renovate and build facilities and walking/movement spaces without WATCHING how people move! e.g. Why build a square bike rack, useless but attractive sitting area and walls in the middle of route from ACAD to the MSC, forcing people/bikes/skateboards into a narrow walkway? 2nd e.g. Why build rectangular grass boxes in areas where people have to walk diagonally (like all around Evans)? To cite the "successful outsourcing models for dining, custodial, and maintenance services" is a joke. Our custodial staff now work longer for less pay and benefits.... I am lucky to get my office vacuumed once a semester. Our custodial person earns so little we do a collection plate them twice a year! Food on campus is far more expensive than in town.

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Transportation activities should be separate cost centers, e.g., parking permit fees should be used for parking and not for buses or bicycle racks.

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The outsourcing of Maintenance has been a negative action, and should not be used as a model. Standard cleaning is now done irregularly, thorough cleaning never.

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Can we not contract our cleaning services to a third-party contractor? The maintenance of our building has been incredibly spotty, clearly with high turn-over and poor employee support.

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In connection with my role as [REDACTED] of Texas A&M University School of Law, I, along with the dean of the law school, prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

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One unified system for facilities makes sense for the rationale (#3) given. This merge is, simply, good business for record keeping and data collection as well as maintenance. But this system does not necessitate college to merge.

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While centralization of facilities is good, the details is in the implementation. we do not want delays in renovations and constructions.

Facilities personnel have highly specific knowledge that supports instrumentation and laboratories specific to disciplines. College-centralized facilities work well – within colleges with a single mission. Centralized services across not only a college of CAS, but all other operations on campus would result in lack of specific expertise where needed.

Centralization of facilities will tremendously increase the bureaucracy as we have seen it happen in the College of Engineering. This was mostly because of the failure of the facilities director of the college at that time communicating with the college constituents and making decisions by himself. After he moved to the university facilities office and assignment of the new person, everything was much better and easier. The new person listens the constituents. I hope the university will not ask the same person to centralize the university facilities operation and will learn from the lessons learned.

The decision made years ago to outsource Facilities management was penny-wise and pound-foolish. The campus grounds and buildings are not kept up the way they were prior to that earlier decision.

The Libraries' facilities are unique and require expertise understanding of the mission of Libraries in order to meet the needs of our students, researchers, and collections.

I think that the University Center and Special Events is so intentional about helping students learn about event planning and risk management as a part of Student Affairs that we would be missing out on that if it moved to facilities. Student learning matters more here.

Centralization does not necessarily equal "efficiency" or even cost savings. The report suggests that centralization is always a good, and this is definitely not the case.

Not everything can be or should be centralized. Some of our buildings have unique research needs and centralizing facilities will make it harder to get specific services only needed in a specific location. Loss of local knowledge of buildings and their equipment and needs seems unwise.

I support whole heartedly investment in gardens, museums, performance spaces, and the like for the creation of an artistic and creative life on the campus. These public spaces also allow for the community to take part in the intellectual life of the campus. There should be more to the campus than just Kyle field.

These are good recommendations

None.

Because our facility superintendent oversees the 90-acres of campus surrounding the Bush Center, and fully supports both the Presidential Library and Museum, and the Presidential Conference Center, I would greatly prefer to keep him under the administrative control of the Bush School Dean.

Centralization does not necessarily improve operations.

Research Facilities Administration and General Facilities are two very different operations. They should coordinate their efforts but maintain individual and separate existence.

None

100% support all recommendations

Having been responsible for facilities for the past three years - we do lots of things wrong! This is why projects are so expensive. There needs to be a task force created to go through the TAMU general conditions for small projects and re-write that document. If you want a corridor painted, the painter must attain a performance bond and have a \$10,000,000 liability policy. This requirement completely eliminates most painters and the cost of those requirement are likely more that the materials and labor on the project. The same is true for on-site supervision. I had 8 bathrooms renovated over a period of a year for over \$1,000,000. There was a superintendent in the building sitting in the building all day every day for a year, that alone had to be 15 to 20% of the cost of the project. That superintendent could have managed numerous project. Additionally, the personalities need to be removed from projects. Local contractors talk about the so and so bump that is required if a particular person is involved. Create programs to engage and encourage contractors to work for TAMU. Partner with Construction Science and the Business school in a contractor mentoring program. Give student the opportunity to assist in setting up workshops to help with business plans and project control procedures. The more people interested in working on campus the more competitive the process. Changing the organization is of little value, unless you look at the endemic issues. Having recently started the process of Camera Installation, I was shocked at the lack of standards or reporting or video storage. There are two competing entities,



Transportation and Res-Life for all cameras and there are differing pricing structures. I totally agree that this needs to be addressed and some consistency established. Use Res-life as the guide - much better pricing and service! Key control as pointed out in the report is a real challenge. While centralizing it will enhance control, it also creates its own set of logistic challenges. Will we continually be sending people to a central location on west campus to get a key to their office? That is not a workable solution. I would rather see the university make a commitment to doing away with keyed locks and using ID cards for access. This, while expensive, would eliminate the key issue and allow for quick changes without gathering keys. The same is true with the current system, where we are using two systems - there needs to be one. The card access locks need to be located on a map so they can be found as compared to going and swiping your card and then going back to your office and look at a log to see the lock name / designation. I applaud anything that fixes this broken system. This is not a reflection on the people that work with this on a daily basis - they are amazingly helpful. They are just dealing with legacy issues. Please focus on Customer Service!

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The building proctor system works well in the College of Geoscience.

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While I recognize a number of the problems that the report identifies concerning facilities, I argue that at least some of these problems are the result of out-sourcing what used to be TAMU administered functions, such as maintenance. When SSC took over maintenance, employees who had worked at TAMU for years quit because of poor salary, unpleasant and inequitable working conditions, and demands that are inconsistent with the core values of TAMU. Since maintenance has been outsourced [approximately 10 years ago], turnover rates are high, staff shortages are critical, and offices are cleaned very rarely (my trash is emptied regularly, but my office is vacuumed only once a year or so) so that staff can keep the public spaces clean. I've been here for 30 years, and until maintenance was outsourced, these were not problems. The university continues to point to this as a success, but those who live and work on campus know better. This MGT report in its desire to further centralize facilities will lead to the same kinds of things that make the SSC (and I suspect, Chartwells) so problematic is that the management of TAMU personnel and processes is out of state, not connected to the environment at TAMU, and blind to the needs of its employees and of TAMU. Centralizing all of these services in other areas of TAMU will yield the same kind of blind disinterest and failure of services. More centralized may look good on paper, but it rarely looks good in reality and in people's lives.

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None

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We had over 800,000 visitors in our buildings over the course of the first two months of the fall semester. The idea that we would "centralize" our facilities staff in order to be more efficient and effective makes me nervous about how the Libraries would make out in this new structure. We have certainly experienced a reduction in the cleanliness of our buildings since custodial was outsourced. This is not due to the fault of the custodial staff who work incredibly hard to keep our spaces clean but since that change these staff have been pulled to work in other locations in addition to our buildings and weekend coverage has been spotty at times, despite the fact we have facilities open and some are operating 24/7 on Sundays. I am concerned we will experience something similar in terms of building support in this new model.

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none

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The report suggests that the outsourcing of maintenance at facilities is a good thing. It probably has some cost savings but the quality of service has definitely gone down. Thus, if outsourcing is done for many different services, I would highly recommend checks and balances to ensure that the mission of the University is not jeopardized by poor services.

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As dean of the College of Veterinary Medicine & Biomedical Sciences, I would like to thank the writers of the report for recognizing the importance of a new Small Animal Teaching Hospital. Extensive discussions have occurred already as to how this facility can enhance student success, catalyze interdisciplinary research across the university to promote animal and human health, support the land-grant mission of the university, and elevate the national ranking of the college. As I noted previously, I strongly endorse investment in outstanding spaces to support the fine arts.

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No comment

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This is a common-sense change.

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Centralization is not always a good thing. Having common systems across a decentralized structure is always a plus. A poorly functioning centralized system fails the whole University, not just a small section. For example, for business systems, the gap between the faculty and the business associates increases the chances of miscommunication and

reduces efficiencies. Same for IT and other essential services. What works for one College doesn't necessarily work for others, there is no "one size fits all" system. This is just flawed thinking that centralization is always better.

Again, not an area I know much about, but it seems that any facilities must also deal with the TAM System FP&C office that coordinates building and renovations across all campuses.

If we centralize keys and card access systems, my concern is that users will have a longer wait to get the help they need or to use what they are currently authorized to use or do.

no comment

Centralization may be more efficient but not effective. This can slow down many aspects of research and teaching. Need to look at evidence from past centralization in some units - slowed down processes, lost effectiveness, no clear evidence of cost savings.

I have no comments on this matter. There are some people who think centralization is always bad others think it is always good. I think it needs to be evaluated case-by-case.

Current facilities maintenance is a disaster. Facility maintenance needs to be prioritized by safety concerns and dilapidation, not by current importance of programs/units housed within.

Facilities does not work in a very timely way now. I'm not sure how the organizational changes will address that.

Good plan.

We have serious problems with responsive service from our facilities support at SSC.

The old buildings for the College of Veterinary Science are very "long in the tooth" and very depressing in appearance. A&M can do better.

reducing time delays, costs are the most important areas to target.

Agreed that consolidation, centralization, and outsourcing is needed. Look to how businesses are now operating. Consider Aggie entrepreneurs for outsourcing.

No comments

The idea of a new museum (a state-of-the art natural history museum) is outstanding and something that is very long overdue at TAMU. Our university and our community need a legitimate facility of which we can be proud. A natural history museum would enhance research (consolidate and properly curate valuable collections that are overcrowded in poor facilities), provide facilities for TAMU course instruction (currently students must drive off campus for course labs) and public education/outreach activities, provide education and tourism opportunities and economic growth for the BCS community, bring more people to campus with a positive experience (alumni, visitors, dignitaries, recruits, etc.).

Outsourcing facilities may save money, and that may be the only consideration that matters. However, where this has been done in the past (physical plant and dining), quality of the services has suffered greatly.

Centralized facilities management would be welcomed so long as there is a direct report for each area/building and timely response once issues are reported.

Student Safety should be a top priority. Many buildings maintenance and upkeep need to be addressed. For instance, the building I am in is a fairly new building but I see 5 lights that need to be replaced looking out my office hallway.

1) The campus needs to be brought up to standards. Currently there are corners of campus in which assault or vandalism can happen without capturing the event. Security needs to be better and standardized. 2) We need an Institute (or Center) of Culture. It needs to have its own building and it needs to be visible on the main campus. TAMU needs to make a big proactive statement rather than continuing to respond to our image as an institution that has a lot of racists and misogynists through baby steps and reactive responses 3) We need more images and statues of individuals who aren't white men. This needs to be something that shows up in every space so that our diverse constituents can all see themselves represented (and not just tokenism).

I am concerned about the evidence base substantiating the recommendations made.

Support Recommendation 1. Consolidating facilities will enhance security and safety, and efficiency. It will also ease the burden on individual colleges and departments. Support Recommendation 2. Consolidating strategic planning will help the university. Support Recommendation 3. Another great idea to reduce organizational backlog.

No comments.

Value the embodied energy of existing buildings.

Perhaps this could be better. We are not served well now.

Further analysis is required to better understand specific space allocation, expected growth and support spaces for new, emerging programs with high potential for growth. Collaborative classroom and studio spaces are needed throughout engineering and architecture. Realignments of Facilities with Finance is appropriate. The office of Risk Assessment and public safety will need to be further addressed. The office of sustainability need additional support and attention in order to meet the energy, carbon, water and resilience goals necessary to assess and prepare for severe weather events such as those experienced last year.

Since privatizing the care of facilities, the conditions have worsened.

This section actually makes sense

I am very concerned that that the office of sustainability is lost in the realignment of Facilities. I would support the overall changes proposed with the detail the Office of Sustainability remain. It would require the a shift in the org chart so that it is clearly reporting to senior management. Eliminating this office is going against the best practices of our peer institutions, and thus contrary to the objective of this report -- that is, to be the best among our peers. See, for example, UW Madison (<https://sustainability.wisc.edu/>) or others. This moves TAMU in the wrong direction.

As someone who has professional dealt with FP&C and the different departments, such as IT on Main Campus - I think the creation of Stephen Franklin's new position is a huge move towards improvement.

I am supportive of this move provided it truly helps make the process of facility management more efficient. However, I would be concerned if this centralization ends up resulting in a less responsive system.

I concur with these recommendations.

I'm on my department's space committee. This recommendation "Create a Division of Facility Information Systems to maintain information in support of TAMU operations." makes my socks roll up and down with delight.

I am a curator of the Biodiversity Research and Teaching Collections and we have sent countless reports and 1-pagers "up the chain" regarding the value of our collections (BRTC, ENTO, SM Tracy Herbarium) to research and teaching. We will benefit enormously from a new natural history museum to house collections and serve as a hub for undergraduate and graduate teaching, outreach, research and public exhibits. We have been promoting this for decades, please move it forward!

Build a Performing Arts Center! It is not only a bold statement for the support of the arts but would solve a huge problem for the arts...a space to perform. This Center could house the new School of the Visual and Performing Arts bringing all the arts together under one roof. This move would foster wonderful partnerships among the art area faculty but would also foster collaborations between faculty and students of all the art disciplines. This space would bring in additional art performances for the campus and community from beyond B/CS, be a space for community organizations to come to perform and host events, serve as a visual presence of the arts, provide space for collaborations, and the list goes on. This Center has the potential to provide an impact on events, promotions, and performance beyond the campus community. One important aspect to consider in order to make this center not only grande but to ensure it has a theatre (or even two) that considers the needs of all the art areas. Producing a dance work has very different needs from stage theatre and even different needs to an orchestra. It is essential that committee is formed to ensure that the space is usable for all the arts. This committee should consist of upper administration, a representation of all the academic art areas on campus, and community members who would potentially benefit from this new center. It is important that it is built right in order to attract performers from all over the nation.

Regarding Recommendation #1: Restructure of Facilities and Operations/Safety and Security to include all facilities services under a new centralized management structure in Facilities Management. While I understand the need to centralize certain services on campus and some of Facilities duties, there is a benefit to having individual Facilities units within certain units on campus. For example, within the Libraries, which consists of 6 buildings on campus, it is valuable having Facilities staff available who knows the buildings inside and out, knows the library culture, works closely with library staff and faculty as we communicate with architects during renovations, and are available when we have

immediate needs. I could see how working closely with Facilities Management, in addition to their line in the Libraries could be useful, however, I believe this is already done.

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No comments

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TAMU has been in need of a Performing Arts Center for a long time. As academic programs, it is impossible to access Rudder. It is cost prohibitive for our academic programs. The Rudder Facilities are also not conducive to the size of dance shows our program offers. Having a space designed for dance performance with a house of 300 would be an amazing facility to help foster the arts at TAMU. It would have to be available to the arts for no fee or the venue keeps a portion of the ticket sales. Texas State has a beautiful facility that was built and their dance program has access to the space for multiple shows through the year. This space would need a stage manager that knows dance, Krissie Day who is employed through Rudder has extensive knowledge of dance and how to produce these types of shows.

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As very new faculty, I have not had enough experience with facilities to be able to provide useful comment. However, in my experience at other institutions, centralization of operations often came with hidden costs that undermined productivity. I understand that efficiency may be improved by some metrics with centralization. But it also creates barriers because central operations become so large that the personal relationships are removed, which makes it harder to actually get the things done that need to get done.

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I do not agree with the centralization of facilities management. Although this may save in administrative costs, it will likely substantially degrade the service each unit receives from local building managers who know what the problems are with facilities and can quickly respond when emergencies arise. There is no way to replace decentralized and effective service with nominally more costly and inefficient service. The recommendation for creating units for Facilities Planning and Facility Information Systems seem useful as long as this unit is transparent about how they rank construction of new facilities and repair and upgrade existing facilities.

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The findings and recommendations seem reasonable.

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Recently, TAMU utilized successful outsourcing models for dining, custodial, and maintenance services and, to a limited extent, student residences." Notably, "successful" has not been defined in terms of providing higher quality services, or even maintaining the quality of services. It is generally agreed that services have indeed been outsourced. It is the perception of my peers that quality is much worse.

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I am very concerned that centralizing facilities will have a negative (and potentially catastrophic) impact on laboratories that handle hazardous materials if there is not multiple personnel with deep understanding of how these must be handled. Similarly, when a water pipe in the library bursts at 2:00AM (yes, this has actually happened!), will there be someone who understands the special requirements for mitigating damage to the collections and facilitating recovery available immediately?

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Need improvement on websites of core facilities

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No comments. Recommendations seem reasonable.

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Broadly, our facilities need work. My department is spread out over 4 buildings, and have had to move at the whims of Engineering more than once. New investment in modern research and teaching spaces in conjunction with critical deferred maintenance is hugely important. Generally, the proposed steps from the report are necessary, but moving forward, even more aggressive moves to improve facilities would be beneficial

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I perceive consolidation of Facilities is to cut staff (RIF)

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They are already in a great shape

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The idea of a centralized Facilities Operations makes sense for smaller buildings without facilities expertise or departmental ownership. However, there should be an exception that allows local facility coordination for larger specialized buildings with unique safety, security, or environmental concern. These would include the MSC/Rudder complex, University Libraries, Lab Buildings (ILSB, Chemistry, Veterinary, etc).

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We are hurting people by removing them from our community. Privatization has proven limits. Create community at all levels, not disposable jobs. Facilities is not a gig-economy like Uber, we should treat them with respect and stability if we want to improve our community inside and outside.

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This part of the report is unclear to those outside of facilities.

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Needs to be fully staffed

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Generally OK with the proposals if departments can retain a "matrix" with imbedded HR assets as appropriate ... who will know best and in a more timely about their facility needs

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SSC is a joke. they need to be fired.

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Centralization could be effective provided that individuals within a department/program continue to report to those units. This is critical to ensure correct and timely service.

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Please improve the Academic Building. It is a disgrace. Get some decent and wholesome food on campus.

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An opportunity that TAMU could pursue that has been missed by this study involves both facilities that are needed for the university to function and research and engineering projects of TAMU's Energy Institute. New sustainable energy systems and carbon capture facilities could be demonstrated through collaboration between facilities and faculty and students of the Energy Institute. As nations around the globe come to understand the need for new carbon-free and sustainable energy sources and carbon capture and storage, Texas A&M could take a leading role in developing energy systems and carbon capture systems of the future. As an engineering school with a large physical plant, we could initiate demonstration projects that go well beyond theoretical concepts and papers in the scientific and engineering literature. As a start, the lack of solar power generation on campus and agricultural plots of TAMU is stunning. Roofs of the entire campus are dominated by tar and rubber membranes (that often leak) rather than banks of solar panels. Effective use of solar and wind generated power requires better batteries, again a technology that could be designed and tested here. Carbon capture is a major challenge if we are to prevent a complete collapse of our climate and humankind through increases in greenhouse gases in the atmosphere. TAMU could be leader here as well, testing atmospheric carbon capture systems on campus. These systems will require innovation and design by engineering faculty and students, the scaled implementation of systems by the physical plant of the university, and testing as educational engineering projects.

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Facilities Rec #1 1 Research facilities into facilities management - need to maintain most management functions of facilities that house living organisms to care professionals. Facilities Rec #1 2 Facilities department should not be the first responder in most cases for any animal facilities - Attending Veterinarian and staff should be first alert. VPR or VPR-designee must retain IO/compliance/AV oversight for animal facilities, research lab compliance, etc. Facilities in CVMBS/Vetmed that would move to AgriLife if CVMBS managed by AgriLife create some difficulty/ need a lot of clarification regarding how these would be managed, kept in compliance, etc. In addition, would Biology vivarium and animal facilities be moved to AgriLife management as well?? Impact of facilities and people move from CVMBS to AgriLife- Attending Veterinarian reporting to TAMU IO currently provides oversight to AgriLife Brazos & Burleson Co facilities. Move would significantly increase AV, IACUC, IBC, (some IRB?) efforts dedicated to AgriLife - thus financial and oversight models may need to change. CMP provides ABSL-3 support in VRB, full support for MSRB (all CVMBS researchers), TIPS animal support (CVMBS researchers). Would this management change. The majority of CMP effort would be for direct benefit of AgriLife and TAMU Health. Remaining support would serve primarily Psychology, Biomed Eng and some effort for GHRC + external contracts. CMP leads most of Residency Program and also provides supervised surgical opportunities to CVMBS veterinarians & students. Core and service Lab price structures might require change, may be subject to AgriLife financial impositions and limitations. IO responsibilities would be greatly altered by facility moves to AgriLife. IACUCs - greatest percentage users would serve AgriLife and TAMU Health. IBC - large percentage users would serve AgriLife and TAMU Health. AAALAC accreditation effort and cost. Investigator training and support by CMP veterinarians, CMP and DOR compliance staffs would largely serve AgriLife and Health.

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There is a cost to centralizing and outsourcing. This was not included in the report.

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"The Qatar campus is viewed as a strong component of the TAMU campus." My contacts in Qatar said that they didn't even get to take this survey. If so, then this statement is complete nonsense. The university seems to have a big problem with authoritarian leadership at TAMU-Q, and is not interested in faculty input there. It is more of the TAMU Same—more top down rule, which always has been a big problem at TAMU. With this MGT report advocating more "centralization," this problem will not only remain, but will be enhanced. Outsourcing: These jobs often put students to work, and that should be maintained. Also, these university jobs give workers benefits—health care and retirement.

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We are a public university and the last thing we want to do is save a few bucks and cut off some of our fine staff from benefits.

A strong concern about centralizing facilities management is the specialized knowledge that is required to maintain laboratory facilities. When maintenance was outsourced, tremendous institutional knowledge was lost that made upkeep of our building more difficult. I am also concerned about the response time for maintenance requests being delayed.

We need significant increases in investment on facilities for promoting biological and biomedical research.

The university has been investing on engineering departments heavily but ignoring the needs from other fields. If TAMU really tries to become a respectable university that enjoys global recognition, it has to stop considering itself an "engineering school". No doubt that engineering has made tremendous contributions to TAMU, but other fields are account for the majority of growth.

I don't have strong feelings about this.

Ensuring local facilities coordinators is paramount

It might be a good idea to reorganize Facilities, but once again, it will depend on implementation. Stakeholder input must be sought, and more than just a survey.

Focus on deferred maintenance. Too much has been deferred for too long and it shows (and ends up being a problem for all who work here).

Centralization would ensure adherence to standards and some accountability.

Page 50, last bullet point: "Realign facilities proctors to become professional level Facilities Coordinators." In our model, these proctors are members of the college staff, often unpaid, who volunteer their time for this function. This suggestion appears to be clueless...

Centralization of facilities is worrisome. Previous cost-saving measures such as outsourcing of custodial services have seriously hurt our campus (classrooms and stairwells in my building are never swept anymore, they used to be done daily). More recently, the "control" of equipment in the classrooms in our building transferred from department staff to Harrington. Department staff in building would respond to calls in a minute or less. Harrington response times are in excess of 15-20 minutes. That's a big hit to instruction time when a class is only 50 minutes long. Having people currently working under the banner of "facilities" or "support staff" in our department who are an invaluable asset to our teaching and research missions. Creating a "system" where these individuals no longer work for our department will cause the quality of service we receive to be lessened. We've seen it happen too many times before to believe this won't happen again.

Realigning the dedicated building facilities from the Libraries to a centralized model needs further study. How does this enhance the level of service to the building occupants? Experience has shown that our internal team is responsive and knowledgeable about our unique spaces.

Library facilities are complicated and include not just the building itself, but the collections and resources housed in them. The people in our facilities department have learned the unique needs of a library and are able to meet them. Centralizing our facilities means that people who don't understand the needs will have to figure it out as they are assigned here for a specific ticket, creating inefficiency.

We must align our decisions with our basic university values such as selfless service. Outsourcing Transportation does not align with these values, it once again threatens the least powerful among our community. Outsourcing Housekeeping, Maintenance, and Food Services has not been a general good as the report claims. It is not clear the valuation criteria MGT applied to laud this change, but it did not take into account the people affected. The least powerful people on campus lost benefits and earning power. They were once a part of our community and now are treated as mere contract workers. The results have not been positive. Our spaces are dirtier, maintenance harder to implement, the sustainable approaches in food services have all but disappeared.

I only note that there are currently serious problems and I hope that the recommendations will make improvements. A personal example: I teach in classroom MPHY 203. A number of ceiling lights are burned out and need to be replaced. A work order was submitted from my department at the beginning of this semester (Fall 2021). Nothing has been done and I have been told it won't be until after the semester is over. The lighting is inadequate but we will have to live with

it for the entire semester. This is outrageous! Another personal comment: I park in Lot 50. Access to this lot in the morning (around 9 am) by turning off University Drive onto Polo Road is very poor and requires long waits through several traffic light cycles while blocking one of the lanes of University Drive because the turn lane is filled. Leaving the lot between 5 and 6:30 pm is also very slow, several light cycles. In a phone conversation with Parking and Transit they said they can't do anything. Light cycle is run by City of College Station and the fundamental defects in access structure is due to Campus Architect. So no one takes responsibility nothing is done.

I am concerned about centralization of facilities, concerning the diverse needs of faculty and students. For example, visual arts students require long hours on campus to create their work, alongside specialty tools and materials. The recommendations appear to presume a computer-centered "average" that does not exist in practice.

I disagree that outsourcing has resulted in better service - especially with housekeeping. Staff are now underpaid with no benefits for what they do and cleaning is rather sporadic - such as running the vacuum in offices. Different operations have different facility concerns. Putting everything in one place could easily result in a stiff, bureaucratic structure that does not serve the rest of the university. When this happens, people get impatient and tend to find their own solutions and those not always for the best. There is often a certain level of flexibility, responsiveness and relationship building that happens when units 'live with' the people they are there to help.

can't comment

Centralization will bring many challenges and inefficiencies for the end-user. Further outsourcing may increase cost at a lower service level.

Any help here would be appreciated. Facilities management is horrendous and I doubt it is possible to make it worse. They are uncoordinated, unresponsive and unaccountable.

Outsourcing has had an overall negative impact on those who rely on the services of Facilities. Costs are higher at the unit level and service is worse.

I think centralization of facilities management is the right thing to do.

B. Recommendations for Reorganization based upon - Best Fit within the new Academic Framework - Current Collaborators - Recent move and current location on West Campus near the AgriLife Building, Nutrition, Bio-Bio, ILSB, PEAP Building - The entirety of the MTG Report - Academic Health and Excellence 1. A new Department of Kinesiology would be placed within AgriLife - Resources would include the Gilchrist Building and laboratories, the PEAP Building, and Huffines Institute for Sports Medicine - PEAP would be folded into Kinesiology again and would be rebranded the Physical Activity Program - The Huffines Institute and PEAP would be our Extension Program and integrated into AgriLife's Extension program and resources - The Department of Kinesiology would be positioned for greater integration with the Department of Nutrition and proposed Precision Nutrition/Medicine initiative. The University of Missouri has a similar model and a new laboratory institute completed this year. Cornell also has a similar integrative model. 2. Community Health, and possibly Allied Health, would migrate away from Gilchrist into TAMU Public Health and TAMU Health 3. HCRF would be housed within TAMU Health and Public Health as a clinical research wing. 4. Sport Management options include: - migration into Recreation Parks, and Tourism Science within AgriLife - integration into Mays School of Business - migration out of Gilchrist - Expansion of 3rd Floor Gilchrist Laboratories for Funded Investigators - Potential new Facilities/Building for Nutrition and Kinesiology; integration into proposed Precision Nutrition

Proposed centralization is very good for many reasons, including security, maintenance, disaster response, etc.

All for more better facilities esp for the Life Sciences. Integrating Safety and Security with Facilities and Operations makes sense. A more aggressive preventative maintenance program would save money in the long term. I thought we already had Facilities Planning and Construction activity. If not it sounds appropriate.

Outsourcing of activities that results in a loss of benefits and adequate pay for staff should not be done. If outsourcing can be done in a manner that provides the kind of support staff need, it seems reasonable to consider. My understanding is that the cleaning staff are now sub-contractors with very low pay and no benefits.

See comments above. I agree that Facilities management should be centralized.

A&M is blessed with adequate and superior facilities.

No comment

Higher education is about people, and the success of the university relies on employing and developing amazing people – students, faculty, AND staff. Please consider the efficiency and effectiveness of dotted-line personnel embedded in the units they know well, and please do not remove the human element in the spirit of consolidation and efficiency. Facilities staff who are located proximally to their customers provide far better customer service and also have a much greater sense of institutional pride. Those who know the mission and enterprise need to remain near the customers they support, while at the same time benefitting from centralized training, reporting and management.

Finding #1 is likely the most important finding in the document. Transparency of decisions, ability to provide valuable feedback and prioritize facilities issues and general lack in deferred maintenance are likely the biggest issue holding TAMU back in being competitive with a high ranking institution. Acknowledging and addressing the issues laid out in this report are essential for our future.

I think some of the recommendations will be helpful.

I fully support fixing our Facilities operations. They are currently slow and ineffective.

We need better infrastructure for experimental research -- for example, in materials science and the frontiers of physical and biological science. With increased enrollment, we also need more facilities for teaching. BUT WE ALSO NEED MORE FACULTY (and a smaller bureaucracy). When I joined the faculty as an assistance professor in 1970, there were about 15,000 students with 36 faculty in our department. Now there are 4 times as many students and less than twice as many faculty in our department. Since the College of Engineering has recently chosen quantity (rather than quality) as a priority, departments in the College of Science have greatly increased teaching loads (and, in the spirit of increasing engineering enrollments, have essentially been instructed by the College of Engineering to give higher grades for lower performance).

A new Performing Arts Center would be an asset to not only the university but to the local and surround communities. This new Center could not only have offerings for numerous performances on and off campus but could also foster many collaborations between students and faculty on campus.

As I understand, one recommendation is to consolidate IT resources at the university. This would mean no IT Department in the Mays Business School for example (note: am a faculty member in this college). This centralization would be disastrous to research faculty. We need frequent access to IT professionals to help with office computers used in research. Without our college IT folks, I know that I would be in serious trouble. Highly recommend not eliminating our college level IT department!

- Capitalize and align the FP&C office with others where there is a Vice Chancellor or Vice Provost of Capital Projects and provide the office with the responsibility and accountability for securing and maintaining the additional classrooms, labs, and supporting facilities needed to retain A&M's world class rankings and student experience.

Some buildings are in extreme need of renovation and/or replacement while others are magnificent examples of incredible places to work and study. Bathrooms are in short supply in both Fermier and Thompson Hall, often out of order and few if any are ADA compliant as one example of out of date and out of compliance.

Sustainability needs to remain as part of Facilities, and must be involved in land-use planning throughout the university. Ventilation in all buildings should be improved, both for general air quality and for pandemic response - we need windows that can open. Otherwise, consolidation of Facilities seems useful, though I worry that it may make it harder for departments to grant access to their buildings for graduate students and other members.

When facilities in COE were centralized, there were a lot of issues. Many have been resolved, but centralizing further would have a very negative impact on service.

Public private partnerships are arrangements that have significant benefits for organizations such as Texas A&M, both locally and at satellite locations; with the caveat that they need to be managed by experienced personnel who understand the partnership aspects being managed. Meaning, public private partnerships when mismanaged in the public sector are avenues for exploration of public funds. Coming from a company that performed public private partnerships with organizations similar to Texas A&M, the representative from the organization in the public part of the conversation, if not knowledgeable of the topic at hand can be easily convinced to incur costs that are unnecessary and accept contractor performance that is sub par. This aspect should definitely be expanded at Texas A&M and exploited to its fullest potential with the anticipation fully that contract work is work of convivence and should be cancelled as



soon as the need is no longer needed or managed to constantly increase efficiency and performance. Too often performance and efficiency degrade over time with no management adjustments and programs that no longer serve a purpose are extended for no benefit to the organization - so again, repeating - a knowledgeable representative from Texas A&M who understands the industry perspective of the Public partnership being managed should be able to manage through experience and not because of seniority or some other unqualifying factor that has the contractors being managed by unknowledgeable parties. In that same thread, this university, the main campus, spends money on construction and maintenance of buildings in the most disorganized fashion I have ever seen. Coming from a heavy construction background, I am baffled by the amount of money that is wasted with inefficiencies with construction at this campus. There seems to be no one at the top making decisions with costs and efficiency in mind and this whole aspect needs serious inspection and management dissection. It could start with the campus taking stock with what space they already have and allocating that space accordingly, instead of building new projects that have wasted space and fancy looking lobbies and added features that add no benefit to the educational aspect of the conversation. The university should 100% be exploring distance education avenues, which just got the test of a lifetime with COVID, and building with that in mind, but instead keeps trudging along with 360 classrooms and teaching spaces to accommodate larger classes that never get used or only get used at less than optimum capacity. Last semester having to teach all over campus opened my eyes to all the classrooms that exist on site and how many of them likely never get used or very seldomly get used to full capacity; and more importantly how many of them are very poorly setup for distance education - which is the future, regardless of whether or not the organization here at A&M wants to admit defeat to that fact. This ties directly into the McAllen and satellite campus conversation, the solution already exists, distance education, make them part of the main campus through seamless distance education, which this school is not prepared for, but this is the solution; not duplicating another set of departments and more staff down there.

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No recommendations.

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No Comment

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Core facilities are very weak on this campus due to fragmentation among TAMU, Ag and Engineering. Those could become the envy of all of us if there was a common effort to develop and use such valuable resources to support all on the College Station campus.

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Knowing who to contact to get a light replaced in a classroom would be great. Currently you ask one group they come and look and find out they don't do those lights so you need to submit a ticket to a different group.

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Of course more PM is needed. The highest priority is always given to what ever crisis is at hand, and so many things slip down the list and never get done. I personally feel that we had better service before facility services was outsourced.

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I agree with the commentary on facilities - work never gets done because of the various systems and/or bureaucracy involved.

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Well done leave it alone. Fix the Air Conditioning more often.

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Comments and Suggestions Regarding Finding #2 and Finding #9: • Separation of Health & Kinesiology from the College of Education and Human Development – I think this is appropriate re: better fit within the new Academic framework. HLKN has moved to West Campus in closer proximity to AgriLife and TAMU Health programs, which have academic programs and interests that are more closely related to Health & Kinesiology. • Academic and Physical migration of the Dance Program into a Fine Arts unit within the College of Arts and Sciences. The Dance Program should move into a Fine Arts facility on East Campus. • Recommendation 9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. The Department of Health and Kinesiology (HLKN), located in the College of Education and Human Development, and the Department of Health Promotion and Community Health Sciences (HPCHS), located in the School of Public Health (SPH), have similar program offerings. HPCHS and HLKN have attempted to differentiate their degree programs for several years with little success. The overlapping degrees are the Bachelor of Science in Public Health, Master of Public Health, and Doctor of Public Health within HPCHS, and the Bachelor of Science, Master of Science, and Doctor of Philosophy in Community Health at HLKN. - This is an oversimplification as written. Overlapping and redundancy of programs are true primarily for the Health Division within HLKN and TAMU Health. The Kinesiology Division is distinct from all other programs at Texas A&M and historically includes applied scientists and investigators in Exercise Physiology, Motor Neuroscience, and applied Biomechanics as well as PEAP. Investigators in the Kinesiology Division have been funded by NIH, NASA, NSBRI, DOD, NSF, American Heart Association, Muscular Dystrophy

Association, American Lung Association, foundations, etc. - There are universities nationwide where Kinesiology programs are within a College of Health or Public Health: University of South Carolina, University of Utah, University of Oregon, University of Illinois, Chicago. However, there are Kinesiology programs that are housed or fit in with AgriLife: UCLA, University of Missouri. Investigators in Kinesiology have established strong research relationships and collaboration with the Departments of Nutrition, Animal Science and ILSB faculty. Many of our Kinesiology faculty are members of the Graduate Faculty in Nutrition - The Sport Management in HLKN has overlap with the Mays Business School as well as Recreation, Park, and Tourism Sciences. - HLKN is a large department with 3-4 divisions, that in some universities (e.g., University of Florida, University of Illinois, University of South Carolina, East Carolina) are a full college - In order to (a) optimize facilities and resources, (b) find best academic fit, (c) reduce academic redundancy and overlap, and (d) promote externally funded research I propose the following models and suggestions in response to Finding #9 and Finding #2: Option 1: • Health Education merged and moved into Public Health in TAMU Health • Sport Management merged and moved into Business or RPT • Dance to Fine Arts and College of Arts and Science • Department of Kinesiology formed, retaining PEAP and HCRF within TAMU Health o Could add Physical Therapy program to Kinesiology Option 2: • Health Education merged and moved into Public Health in TAMU Health • Sport Management merged with Business or RPT • Dance to Fine Arts and College of Arts and Science • Athletic Training to TAMU Health • Department of Kinesiology formed, retaining PEAP and HCRF within AgriLife Option 3: (My preference) • Health Education merged and moved into Public Health in TAMU Health • Sport Management merged with Business or RPT • Dance to Fine Arts and College of Arts and Science • Athletic Training to TAMU Health • Kinesiology merges with Nutrition to the new Department of Nutrition and Kinesiology (retaining PEAP and HCRF) shared by AgriLife and TAMU Health ☐ This model is used to great success with the University of Missouri, Virginia Tech • Most faculty within the Nutrition/Kinesiology hybrids are NIH funded In my view, these 3 models, coupled with externally funded new hires and reorganization of facilities would carry the Kinesiology program to #1 Graduate status in the nation. My understanding is that the sole #1 graduate program at TAMU is currently Petroleum Engineering.

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This again seems like an expansion of upper administrators which is hard to justify

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There were a number of blanket statements about the success of contracting out and consolidating facilities services supported by no data that is totally at odds with some of the real problems I've seen with the contracting out of these services.

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I agree with outsourcing facilities as is the practice. However, there needs to be an increase in support of qualified specialists in HVAC and maintenance of research laboratories.

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No comment.

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I strongly support the creation of a Facilities Planning and Construction (FPC) units. It just makes sense, and I am surprised to hear we don't have one already!

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## Facilities - Staff

Please provide your comments related to Facilities:

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I am concerned about the recommendations regarding Facilities; the benefits of centralization are often touted, but if the reorganization is not carried out effectively the results are often disappointing. I agree that we need to improve the various facilities departments, and if the university decides to move ahead with the plan to centralize these functions they will need careful planning and strong leadership to carry it out.

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Report neglects to understand why management of some facilities are dispersed. For example, the University Center was previously not within Student Affairs, but the MSC and student organizations had a very difficult time fulfilling their missions effectively when they had little voice in the management of the facilities they were dependent on for their programs. When the University Center was brought back into student Affairs, the relationship dramatically improved the MSC's ability to be effective.

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Facilities: Finding #1, Recommendation #1: Restructure of Facilities and Operations/Safety and Security to include all facilities services under a new centralized management structure in Facilities Management. The rationale provided was based on breakdowns within TAMU's decentralized operational model with breakdowns between departments and

service entities and inconsistent safety and security systems across campus. I would suggest that removing facilities managers from their units and the facilities, faculty, staff and students they support would be contrary to the stated goals of breakdowns between departments and service entities. Since I oversee the facilities manager for our college, the issue isn't a breakdown between the departments/colleges and service units, alternatively, the responsiveness of the service unit itself tends to be where the breakdown occurs. A more helpful approach to this issue is to ensure that department/college facility managers are communicated with on appropriate steps to take to ensure that all are working with the same set of guidelines. Additionally, having service areas provide better response time to requests will prevent multiple requests from being placed for the same activity. In summary, my recommendation is to not centralize the facilities, but to provide better communication and guidance from administration to the facilities managers currently in place in colleges.

The outsourcing of facilities has resulted in a system that does not work and has exacerbated the claims of findings in this report. The priority of the outsourced entity is to make money by doing as little work as possible and charge as much for it as possible. As an example, work orders reporting leaks result in someone showing up who is incapable of repairing a leak (but is apparently capable of charging for the lack of expertise). When someone does show who can fix a leak, they have forgotten to bring the tools necessary to do the job. I realize that the idea was to make things more efficient and cost-effective for the university, but that has failed. Work takes longer to get done, the quality of work being done is less, and the employees have had their pensions and work-life adversely affected. This is a BAD SUGGESTION. Again, as staff, we are relegated to outsourcing instead of buy-in. This administration needs to do more than what is in this report for staff retention. You will continue to have brain-drain and retirement of staff feeling unappreciated, undervalued, and under-supported. This is a failure on the administration. The problem is this university is hellbent on building buildings instead of supporting staff and programs already built. This move only further serves to centralize to outsource as the University's administration has done time and time again, to the detriment of the staff and those who the staff serve at this university. There is no saved expense, only lost value with these suggestions.

Campus has grown enormously over the last 20 years and the growth is not finished. Centralizing Facilities seems to make sense but may prove to be overwhelmingly difficult and expensive to administer.

All recommendations were great and should provide a more streamlined process.

It is imperative that facilities operations personnel dedicated to high containment (e.g., BSL-3, ACL-3, etc.) laboratory oversight remain within the Division of Research. In order to comply with federal, state, and local regulations, and to ensure the safety and integrity of TAMU, these personnel are required to be highly trained and must meet very specific security requirements. The centralization of this particular component of facilities would put the institution at risk for another incident, such as the Sunshine Project in 2006-2007. There are high containment facilities at the College of Veterinary Medicine, Global Health Research Complex, Medical Research & Education Building, Texas Veterinary Medical Diagnostic Laboratory, and the Office of the State Chemist.

Regarding the moving of Residence Life facilities operations to the University Wide Facilities Operations. Residence Life having their own facilities operation is critical to the success of the on campus housing program and student satisfaction with the services provided by the Department of Residence Life. The facilities staff within Residence Life is critical to the Residence Life Operation. Residential buildings are very different than classroom buildings and need round the clock care, attention and service. They must be a priority given the building serve as a home to thousands of students. Since the consolidation and outsourcing of all custodial and maintenance staff to SSC, it has been a struggle to get close to the level of service, dedication and ownership in our buildings that was present when Residence Life had their own Maintenance and Custodial Staff. Removing the few Facilities staff we have (brought in out of need after the outsourcing to SSC) would further push Residence Life backward in the service we are able to provide to residential students. These staff are critical to ensuring building repairs, maintenance, upgrades, renovations, construction projects and deferred maintenance items are strategically planned out and accomplished. I worry that centralizing the facilities staff from Residence Life will result in a reporting situation that will not be of benefit to Residence Life or the students we serve. Special care, ownership and dedication is required around the clock to keep the homes for thousands of our students safe/secure and healthy - that is what our facilities staff do.

No comment

I am particularly concerned with the consolidation of Safety into facilities. While elements of safety and security are concerned with facilities, much of their work revolves around behavioral components. I worry that this will be largely

eclipsed and minimized. In an era of increasing expectations for accountability (particularly around student safety), I think this puts us in a precarious spot. On the positive side, I do think that centralized control of facilities is helpful.

More discussion and information is needed to better understand how this will be implemented.

This group has been through so many transitions and changes and still they literally keep the doors open and the lights on - Centralizing facilities kind of seems like a tough decision too because of the complexities of our physical spaces and all of the different skills, trades, experiences people have to have...

No comments

No comment

Since I work for the contracted facilities group, I have direct knowledge of the current process. I couldn't be happier reading the recommendations presented in the report. I truly believe the standardization and centralization of key components regarding facilities will provide better services for Students and Faculty. Not to mention, clear up quite a bit of confusion regarding funding responsibilities and maintenance expectations that are still unclear years after SSC has taken over.

No comments.

I believe that the current method of requesting work be done at a facility is cumbersome and items tend to fall through the cracks too often. Work is being done to bring units under a central camera system, there is still more work to be done in that aspect but it is a step forward. I would suggest creating a working committee to talk about cameras needs and usage on campus to better align a path forward.

N/A

I would like further clarification about student affairs facilities and what the report stated about those.

The most significant issue in this is the funding. It showcases that auxiliary functions are being moved out of Student Affairs, which is, in multiple cases, the funding source for the programs that are to stay in Student Affairs. What funding will be provided to the Division of Student Affairs to ensure programs for the students (including health and safety, leadership, risk management, etc. programs). Move the Memorial Student Center OPAS Program - again, this area provides funding for other student programs that come out of the Memorial Student Programs Office. This move would also require a review of the Memorial Student Programs area.

It's understandable that the report would recommend changes if facilities management has a lack of cohesion and inconsistencies. However, there are ways to solve these problems without centralizing every facilities unit. One of the benefits of decentralized facilities is that it allows stakeholders to have a stronger ability to provide input and give feedback on projects. Requiring certain approvals and operating in a way that follows main Facilities protocols may make sense, but centralizing all areas of facilities takes away a lot of the effectiveness of the individual facilities units.

As long as Facilities is not outsourced, then I see no issues. This move feels like outsourcing is the next step and I believe that outsourcing facilities will be an overall negative.

I think overall this is a good plan. I would also like to see changes within the Utilities & Energy Services leadership. Having been within that unit [REDACTED] I have found that the culture, diversity, and management at the top leaves much to be desired, [REDACTED] While the rest of the campus appears to be embracing diversity in multiple ways, the leadership only talks about diversity but does not practice it from the top-down. I have seen them try so many ways to address toxicity within the groups and between the groups but they have all failed. What is preached is not what is practiced from the top-down. I don't understand why such leadership remains when the rest of the campus appears to operate differently. To me, embracing diversity is just a checkbox for them. I have given it all, in my years of service, and I do not plan on staying beyond the new year if things do not change within this organizational unit. I love what I do, but feel like our unit's leadership is blind and needs new direction.

I don't think this makes sense for auxiliaries.

Moving KAMU from its present location needs to be reconsidered. Not only is that counter to what other institutions with strong Journalism programs are doing, but the necessity of a ground floor involvement as a cornerstone to future

brick and mortar building models within the academic remodel you propose is totally logical. The MGT Consulting Review lays out a multifaceted roadmap for addressing future academic and communications needs of Texas A&M University in which KAMU should be seen as a central role player as the digital communications hub for the main campus and the entire TAMU System. Additionally, fiber connectivity to Performing Arts stages for dynamic integration with University events for live telecasts should be seen as standard. This would involve audiovisual integrative planning for a communications building footprint to set KAMU as a standard-bearer for technological fabric on campus that will be state-of-the-art and fully integrational. Maintaining the KAMU's campus presence as a vital public media entity for TAMU and the Brazos Valley is essential. Additional hardware for distribution paths for signals to existing and future local and regional television distributors, as well as traditional over the air distribution, must be considered and not dismissed. Now is the time to develop a plan to align your recommendations for a centralized communications "storytelling" hub to fit in with the new College of Arts & Sciences directive. Instead of moving KAMU off campus, KAMU should become an anchor element in a new multiple production studio and live event control room to take its natural role in Texas A&M's storytelling narrative while educating Aggies to be media influencers. While continuing to bring live events for these "performing arts" to the world (all of which will require creative media content), KAMU can combine with fellow digital stakeholders on campus to bring all aspects of the Aggie experience to the world (commencements, Muster, etc.). KAMU's connectivity must be in place to best serve the campus's needs and excel in its ability to enhance TAMU's marketing & communications directives. There are multiple reasons for a central digital communications hub on our campus:

- The is the technical infrastructure necessary to ensure execution of broadcast and media needs for a live events for Visual and Performing Arts centered engagement;
- There is the need for post-production facilities for the daily broadcast journalism classes to teach the technical aspects of broadcasting;
- Distribution and elevation to the world of all University-centric events, ranging from VIP guests, to diversity initiatives, campus traditions and student affairs, plus annual celebratory events that are campus-wide initiatives, System-led events, and special events (Reed Arena graduations or George Bush Library events) where a University broadcast production facility needs to be integral in the staging and execution of logistics;
- The opportunity for daily student worker and internship opportunities in the journalism and media related fields that influence and dictate public perception and public information about Texas A&M - facilitating Marketing & Communications efforts with a nod to the academic opportunities given students in the journalism field.

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Appears space inventory has roles under 2 different director level positions within this section.

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Pg. 55. Recommendation #2: Create a new division of Facilities Planning and Construction (FPC) that allows for an expanded, strategic planning and construction unit. This would be great. Would it include non-Bryan/College Station campuses? Pg. 56. One unified system can track records and collect data to inform and enhance facility efficiency, utilization, and maintenance. Can Texas A&M Health please be included in this?

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I agree that facilities management at the university is disjointed and needs better cohesion. However, the removal of the Office of Sustainability is critical to remain with the facilities team as the sustainability work aligns best with facility initiatives and practices.

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If I understand correctly, departmental proctors whose primary job is a building proctor function would be consolidated. This seems shortsighted in that these individuals were hired to serve the best interests of their department. As the department's liaison with TAMU and external contractors, they can facilitate renovations and repairs to ensure they are completed efficiently and with minimal disruption to operations. If you schedule work at your home, you don't just leave a key for the electrician. At this point, it's not about the actual work – it's about the important details. While you explained your expectations to their supervisor, you still meet them there to make sure they understand that they need to protect your floors and not let the cat out. Think of a research lab and the specialized equipment that cannot lose power. Someone in the department will always be assigned the task of handling the important details, effectively replacing the staff that were consolidated.

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I like the idea of centrally managing all these services.

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N/A

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Although I understand the rationale behind consolidating Facilities, I also know that the Libraries has many complex needs within their buildings. I think more accountability is good and helpful, but there are special needs for different collections and spaces that are usually better addressed with a more attentive and localized group. It would be a loss if we no longer had easy access to those who help keep our buildings functioning.

Centralization is detrimental to an organization as large as TAMU. This would be a mistake. F&O does a great job in managing our buildings, please don't "fix" it by creating more problems.

Having dedicated facility and building proctors is a big benefit to the currently chosen staff that have to perform additional proctor duties on top of their normal jobs. Having a common Keyless entry application, keyless hardware, camera security, and a robust and working auditing system with local department approvers for access into secure areas, would be a great help to our aging and haphazardly created methods we use now. Moving to a touch access (RFID chip keyless entry) away from the swipe method used now, would greatly decrease the wear and tear on equipment, on ID cards, and would allow keyless entry devices to be weatherproof. However emergency keyed entry should still be an option in case the electronic devices fail. SSC/UES method of AggieWorks does not work. Some requests slip through the cracks and go unanswered for months even years at times. A manual audit is performed on occasion to catch forgotten work orders. The entire process is inefficient and disjointed. Technical work staff are not always knowledgeable in their fields and that has led to bad installations or repairs that have to be redone with outside vendors because we simply do not trust the skill and ability of SSC or some UES personnel. Before assignment of a work order to a technician, their skillset should be taken into account to make sure they know what they are doing based upon the job requested. An option to grade or make comments about the technician, that are taken seriously and not ignored, would be appreciated. Not every project manager assigned for build projects is competent enough to do their job. Suffering through an under skilled or overworked project manager when the requestors are unable to request a new project manager, with justification, is extremely frustrating. The building management system (Apogee) and many sensors (age and placement) on campus are horrible and need to be replaced and/or moved immediately.

Regardless of where and how Facilities is housed, the SSC contract needs to be addressed. SSC especially Maintenance is not doing a good job. Work orders are not completed in a timely fashion, the workmanship is below par. Work orders are closed out when work has not been completed. The issues with SSC must be addressed and resolved before moving them.

No comment

Especially with the University Libraries, our facilities are truly embedded and centralized within our organizations. They know our buildings and our specialized services and operations. Our current model is extremely effective and efficient which in turn allows us to provide the same for student success. Please don't centralize facilities. I feel like this will be attempted and it will fail and then will need to be re-established to the current system. Waste of time, money and effort.

Having had facilities-related duties in the past, I have observed many of the findings in the report. Engineering has already benefited from strong, knowledgeable leadership. Doing this across the university would provide significant opportunities at reducing cost and improving services. Clear lines of communication to stakeholders, including IT, vendors and contractors will be a key to success.

The recommendations to consolidate the Keyless application and Building access services provides a cohesive one stop request for Departments, customers, contractors when servicing or troubleshooting doors. One thing to consider is being apart of the Division of IT provides access to levels of the network that the devices need to communicate. On a daily basis network communications are installed, serviced and need troubleshooting which requires network access. The Keyless service equipment is increasingly moving to a network model where communication with the devices needs that access. Even more the operators, engineers, and technicians are able to service with less time and resources when access to the network is available. Without the access to networks an additional layer of labor and specialization will be required to work in tandem with the keyless services. The multiple requests a customer must provide in order for an installation to be initiated I feel could be streamlined. Currently in order for work to be started a 'work or service order' needs to be submitted I'm assuming for billing purposes. The tracking of the billing is important but I would think at the 'end of the day' that could be handled internally without the customer needing to be apart of the process. One of the Service departments could be the main 'goto' and 'hire or submit a request' to the other department to finish, complete and payment be tracked all through one service department other than each department tracking their own. The Division of IT Keyless group collaborates and communicates on all projects with the Building Access group. Streamlining the request for customers would lower the cost of the overall service and provide a more effortless and simple process for the campus.

Very disappointed I missed the initial advisory comment window. The consolidated restructure that is recommended will allow better communication among all departments and allow proposed and or approved projects to have a unified

acceptance within the upper management structure. Additionally, the unified approval will better define the exact scope of work for the lower manager stakeholders and field operators. As a side line to this consolidation, when addressing projects, a stronger "construction" accounting system needs to be implemented to project 'real time' contract accounting allowing for more precise decision making. Lastly, the reorganization / consolidation should eliminate the "contract management" that is now in place based on dollar amounts and offer the A&M ownership stronger control over the contract funds and project schedule.

I think it helps when a Facilities manager knows the history of a building given some of the historic buildings on campus.

A&M builds a great many buildings and fails to keep them up properly.

A very disheartening news story this week about a gentleman in Facilities that had congestive heart failure and his treatment is delayed. An Aggie student started a Go Fund Me page for him -- that is the quality of our young people. I could not help but think of how this gentleman, who is not that old, would have been better off if he was till an A&M employee and not a farmed-out employee. He would've had better insurance, plus access to some funds via the Staff Emergency Fund. We have often commented amongst ourselves that the people who were outsourced aren't as loyal to their jobs as when they were Aggie employees. We knew them, knew their names. Just another example of how the exponential growth has harmed A&M.

I think UES IT should be left alone.

Seems logical. Many valid points mentioned in this area. Communication and understanding on how this area operate would be appreciated. Deferred maintenance or who is to cover certain costs in general has been a long and ongoing challenge, often placing costs on the department. Keyless entry was a good item mentioned. It would be good to see if an improved funding model could be explored. There have been incidents of when departments change who holds the space that no wants to cover the cost of the keyless entry to the office location, it should not be this complicated. As I understand the outside items are covered through some sort of central funding but not fully sure.

The Radiological Safety Officer should have access to the highest level of management in keeping with management's support of Radiological Safety (includes radioactive material, x-ray devices, lasers).

I support the suggestions in the report

Realignment makes sense and we have many of the same issues at TAMUG. Securing facilities, lack of or non-operational cameras, no key control, and access are major gaps. Additionally, EHS was recently moved under Administration & Auxiliary Services. Emergency Management which has always been under EHS was left under MESSO (Marine Education Support & Safety Operations). It is difficult to separate EM from EHS because of the overlap. Consider aligning TAMUG similar to CS with EM and EHS under Administration and Auxiliary Services.

We must have a team that represents the interest of the president's office/tamu that will provide oversight to include, but not limited to, the coordination, communication and accountability of entities (SSC, UES, EHS, Etc) who are responsible for ensuring the operation, maintenance (preventive maintenance) and functionality of TAMU facilities, are being carried out in an accurate, reliable and efficient/timely manner. The current structure allows waste to thrive due to the inefficient, negligent and unreliable/unchecked manner in which these entities operate.

No comments.

The inclusion of an IT department here seems to contradict the proposal to consolidate IT functions under the Division of IT.

My only comment on facilities is this: Last year I was Wheel Chair bound for 2 months. The school is truly bad for Disabled Access. It has been this way for some time. Thankfully I am no longer in that chair but the memory will never leave. From uneven sidewalks and stairs and steps and even Kyle Field where the access to elevators post game is ridiculous. I love my school and always will but the campus is not inviting to the disabled really at all.

None

I am [REDACTED] working on the Building Automation System (BAS). We are responsible for the electric controls for the majority of the Heating Ventilation & Air Conditioning (HVAC). It is advertised that we have over 20 million gross square feet of cooled and heated space. It is only a guess but I would say that we have electric controls, also know as Direct Digital Controls (DDC) on 85% of the 20 million square feet. We take

pride in that the team I am on, we rarely use the control's vendor technicians help for routine field service. Our issue is that we do not have enough technicians to keep up with the amount of work that is needed. The controls have gotten much more complicated over the years. I do not believe the pay for the BAS and other technicians have not been kept up with the complexity of the controls. I am not sure when the last compensation review has been done. Thank you

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With the move to a more centralized management structure, I question again the need to have contracted out some of the services that would be run by such a structure. When the decision to contract out custodial and dining work, I believe it was done for the sake of efficiency, the idea that an external vendor could do the job at a lesser financial cost. An outside vendor has to pay taxes and make a profit out of such an enterprise. With all the know-how we have, as a major university, are we really unable to manage such an operation to the level of efficiency that an outside vendor can achieve?

I am all about getting a better way to communicate building needs. Not sure central building management is a good thing, as can be seen with UES. It gets to where someone who has never been in the building thinks they know more than the people who work in the building.

I am a controls technician so I am not sure if you will see this comment or not but it was on my heart to say it. The campus has grown 10 million square feet (not including RELLIS) but my pay has not gone up proportionally. To top it off, I am doing double the amount of work. The controls team does not have enough people to properly manage the sophisticated controls system like we want to. We are pushed into a corner to be in a reactive role rather than a proactive role in the system. Dont get me wrong, we do what we need to do but to better serve the campus and the students staffing should be increased. I have reached out to other campuses our size and they have sometime double or triple the amount of technicians. They are amazed at what we have accomplished with the amount of people on staff. We have awesome employees but to be honest they took a pay cut to come to work at TAMU. This is also hard when each one of them could be making 40% more if they took the short drive to houston. The morale overall with administration changes and a few people placed in over the facilities is discouraging when we are told that if you dont see it our way then we will ask you to leave. I think more things could be done to build up the teams versus criticizing and threaten losing their jobs. It really makes you think about whether or not you want to stay even though you bleed maroon. To be honest, the first five years were great but then the past five years I have been seeking alternate employment, and it pains me to say this, I might consider a pay cut to get out of this place but the reality is once I decide to go I will most likely get a pay raise.

I work in Facilities and agree with the proposed restructuring. I agree with removal of the Associate Vice President of Facilities and Operations to Finance. She has not provided any benefit to Facilities and Operations on campus for many years. I worked under her (my boss's boss) for 1.5 years and saw her in person 1 time. She didn't keep up with campus facilities/operations, not real sure what she did. I agree with removing the Office of Sustainability as they do not deal with facilities or campus operations. All they focus on is social sustainability, which provides zero benefit to the University. I agree with eliminating the Office of the University Architect. I worked there as a PM under the UA for 1.5 years and it was very frustrating to say the least. Many jobs are required to have the University Architect review material selections, design layouts, etc. but a slow turnaround from the UA made numerous tasks pile up to where she was overwhelmed. I pushed to have things turned around in a timely manner, but they all log-jammed awaiting the UA's approval. She overextended herself with being the DRsc chair for the CBE, co-chair of the DEI committee, had continuing education requirements and other commitments that filled her schedule hindering her ability to fulfill her duties as the UA. She was always late to work, ALWAYS late to meetings and work call in sick or work from home very often, forcing rescheduling of appointments. I really took pride in working for this office, but had to leave because I couldn't take it anymore. We were delaying projects all over campus and my hands were tied awiting her availability to sign-off on things. I like the restructuring and splitting Facilities Management and Facilities Planning & Construction makes sense, but the FP&C org chart should include project managers, not sure of the benefit of having dedicated Electrical PM, MEP PM, AV PM. Seems like you'd have ranked PM's (Senior PM, PM 1, 2 or 3, Inspectors, etc).

The sheer number of facilities on our campus will make centralization difficult. My hope is that it can be done in such a way that still allows occupants of building input into how their facility is managed.

Completely agree with Rec 3. It is crazy that we are so big and don't have this kind of unified system.

n/a

My concern with centralization of services is that each facilities staff then services multiple units. This can cause an



imbalance in quality of service by larger or more demanding units overshadowing smaller or less "needy" ones causing worse service to be provided to those smaller teams.

I agree that we need to streamline the communications between all areas of Facilities. It is concerning to me that there doesn't appear to be any direct consultation with the Building Access workers in the field, and in the office. I certainly hope that we will be consulted, and have on on one, in person meetings with those who are making the final decisions. We know what works, and is most economical, in the real world, not what is pushed by a salesman. The Matrix card access system is the best system that we have on campus. It is easy to install, troubleshoot, and repair. The Allegion/Aptiq readers are not good. They are more difficult to install and maintain, and not easy to troubleshoot. We, supposedly, have a book that lists all acceptable door hardware for new construction. That is not always adhered to by contractors. I, personally, have instructed SSC supervisors, and even people in management, to NOT use graphite in the cores. I, then, showed them the correct lubricant to use. Excessive use of graphite plugs up the cores to the point that the key no longer works. I have been called out, after hours, to repair this issue. It would be really great if SSC was required to train their workers on the certain lock repairs that are their responsibility. They, often, send repairs on to Building Access to complete, that they should be able to do themselves, costing the customer more money. It seems that all supervisors are not trained on which lock repairs are the responsibility of SSC. There is so much turnover, and shuffling around, in SSC maintenance, that it seems to be problematic. I try to explain and demonstrate to the SSC techs how to do repairs, whenever the opportunity arises. I believe in setting a person up to succeed, not to fail. It is concerning that key information may be put out there for the entire campus to access. That should be limited to very few individuals. It is a security risk, exposing our key info to too many people, increasing the possibility of hacking. We hold the keys to the entire campus. It would be a disaster, if keying information to a nuclear reactor, or a highly secure lab, with dangerous biohazards, was obtained by a person with terroristic intent. Please, please, please, meet with us in the building access shop, to see exactly what goes on, in real life. We can talk about what works, and what needs improvement.

I think letting SSC run things versus an A&M oversight is a recipe for disaster. They work for us, not the other way around. It is easy for them to spend money as they have no skin in the game.

I agree with the assessment pertaining to facilities. I have been in the Management of Space Information department since I started working with TAMU in 2017. And I have always stated why all the data in its own bucket and why is it so hard to create communication links between the systems. I believe the purposed structure of facilities will be very beneficial to TAMU. I also know that a lot of our floor plans are old and out of date as well as out of format for most CAFM systems to accept, about 90 percent of our floor plans are PDF files.

There are concerns that centralizing will result in a loss of institutional knowledge and increase wait times (sometimes already long).

Centralization would be very beneficial here. As someone that has worked on the Space Survey and Space Inventory for our division, it does not make sense to me why we don't have a central office that is responsible for facility mappings, maintenance, and inventory.

I don't work with Facilities Affairs to provide feedback.

Our facilities team in our department knows all of the equipment and building very well and are able to keep our research from being interrupted or delayed like it would be if we had staff that were not familiar with the building and scientific equipment. Our facilities team is able to fix many problems that occur very cost effectively and without having to cause any significant delays waiting on someone else repair, etc. If this team is centralized, we will lose our customer service that keeps our department running smoothly.

NA

Having gone through centralization of facilities operations for COE FPM, there a few things that changed for the better, and made some worst. This is a conversation that needs to be had with Department facilities managers now working for COE Facilities.

Campus is ugly. Please enhance landscaping.

This is particularly important aspect of improvement for our group. Once we are able to get SSC to the building for maintenance it is generally resolved promptly and professional. However, our official TAMU building proctor rarely is engaged. So, this responsibility has essentially been reassigned to a staff member that has way too much other

responsibility on her plate. Therefore, she is not able to be as engaged and provide high enough level of detail and follow through on the service requests. This often results in having to go through numerous rounds of tickets and disruptions to building staff who are trying to complete clinical research. One particularly frustrating occurrence was the water to the building was shutoff during a study day with participants and the BSL2 lab in full operation! The water wasn't "supposed" to be turned off in the building, but only at the exterior valve somewhere. However, no one bothered to double check prior to leaving nor inform the occupants what was going on so we could confirm. Once it was realized by occupants, it took several hours before water was restored!

Please note that the Qatar campus has a different work week and is 8-9 hours ahead of College Station. If services are centralized in CS, there need to be people available during the TAMUQ work hours for support. This does not mean that people on the ground in Qatar can or should not report to their respective areas in CS. The building in Qatar is owned by Qatar Foundation and managed by TAMUQ in coordination with QF.

The "Current Facilities Organizational Chart" is not correct. Currently, Building Access is under the VP of Safety and Security. Also, while a university-wide key log system is a good idea, that must not be confused with a system that many people can see keying information (e.g. key bittings, keyways, key access locations). Currently Building Access has a system that holds all university keying information. For security purposes, very few people have access to that system. It is imperative that the amount of people with access to keying information stays low. The more people with access to key information, the less security there is on campus.

Having to enter a work order for soap dispensers in the restroom not working properly is a bit much. Local things like that shouldn't have to go through a bureaucratic work order system when we literally have daily face-to-face conversations with the person who can fix the problem in 5 minutes.

Points for consideration: Over 50% of the bench marked institutions have housing facilities under the Residence Life/housing department under the Division of Student Affairs. There is added value having them embedded within the operation. Staff that help in the oversight of housing facilities also have other responsibilities in their position description that included COVID response, student programming, move-in and closing responsibilities, supporting other areas of the department, summer conference operations (8,000 visitors on campus during the summer who come and go like a hotel), customer service (parent and student complaints and follow ups), billing, ADA requests for room accommodations, vendor distribution coordination, part of the emotional support animals process, just to name a few. These are all integral to the housing operation and not just facilities and would have major impact to the overall operation by removing them from housing. Some of these major impacts would be potential loss of business knowledge of the department in order to be able to handle all the major issues and moving parts, who takes on the non-facility functions to just name a couple. Their role in COVID response was and is integral to the success of staying open. I think the collaborations we have established under the current structure has helped up be successful (we have internal satisfaction surveys that indicate that students are satisfied with our facilities and how we handle them). I would advocate an indirect reporting line to the facilities office and continue collaborations with all appropriate offices.

If these movements occur, please do not make these changes through Reduction In Force then having people reapply to the newly centralized positions. We have seen this in the past and it has caused severe consequences, to include but not limited to: loss in trust between employee and employer; poor mental and physical health of not only RIF'ed employees but the supervisors who had to inform the employees; low morale; and overall bad reputation.

The implied reduction in staff that is proposed with this plan will almost certainly lead to reduced service levels in facilities. This group of people already are understaffed, this solution will only exasperate the issue.

N/A

Housing facilities are different from general office/classroom buildings and should not be grouped with main organization; already routinely meet with and involve custodial, maintenance, utilities, etc. Integral part of our department and would really cause issues if not retained.

I disagree that Transportation should be outsourced to a private company, as this removes a unique opportunity from students that sets TAMU apart.

Although there are benefits to centralized services, I feel like institutional and historical knowledge is lost if departments are put into a queue for the first available person to handle. It is more effective if some level of coordination remains within the units as well.

Per the report, page 115, "The large volume of outsourced maintenance has resulted in a lack of oversight and effective

communication, causing delayed repairs or imprecisely regulated use of resources..." "Outsourced maintenance" is also listed as a weakness in the Academic Affairs SWOT Analysis on page 116. Yet, on page 5, at the beginning of the report the following is stated: "Recently, TAMU utilized successful outsourcing models for dining, custodial, and maintenance services and, to a limited extent, student residences." I would be curious about the definition of "successful outsourcing" when within the same report it would seem to indicate otherwise. This seems highly inconsistent.

Moving all facilities duties to be under the facilities direction does not seem practical. You would have many that are not familiar with the different facilities around campus. This is a detail specific duty for each department.

No comments

While centralization of facilities coordinators may be beneficial across the majority of campus, it is absolutely essential that the Responsible Official of the TAMU Select Agent Program maintain supervisory control of highly specialized high-containment maintenance professionals in the Division of Research to ensure that federally-regulated laboratories on campus (as part of the Federal Select Agent Program) are properly maintained and security requirements are consistently met.

Regardless of what the higher officials think, outsourcing staff or the services they provide is not a good thing. This did not work out well for custodial or dining services. People lost their benefits, were forced to take a pay decrease and the overall morale of these workers decreased tremendously, resulting in the high turnover rate that we have now. It's like we have a new person every month! We like to build relationships with our workers here. Everyone working in Facilities deserves to be able to keep their jobs and pay and not be grouped into a dime-a-dozen management program that does not care about them.

To properly fulfill the mission of the University Libraries, best serve all students and stakeholders, and properly care for the unique and often priceless materials housed in the University Libraries buildings, it is necessary for the University Libraries to remain an independent entity within the Texas A&M University System with its dedicated Facilities department that can efficiently and expediently provide services. (See full comments in section regarding Academic Realignment.)

Tired of all the burnt out lights at the end of the year.

The outsourcing of more facilities services would be a disservice to employees of TAMU. It is very often the case that when these services are outsourced employees lose benefits and pay.

I support the recommendation that each building will have its own building proctor and that person is employed by Facilities. I have served in this role for years and it has sometimes taken over 50% of my time or more, meanwhile my real job doesn't get done. Department heads do not want this responsibility any longer, please!!

Similar signage across all areas of campus sounds like a great goal.

Programs and facility operations of the MSC have been decentralized since the 1970's. The department of the Memorial Student Center produces campus-wide programs and UCEN is responsible for the facility management. The relationship between the two are very important.

Finding #1 - Enhance communications between SSC and an established point of contact. I have many family and friends that work for SSC as well as for TAMU; both have stated there is no issue with the outsourced contract itself, but there is no established point of contact; instead each side has multiple people they must call on and there is a breakdown of communication. Each building/facility needs an established person to communicate any issues, and I wholeheartedly agree there needs to be one system for maintenance management so that TAMU and SSC can communicate. Too many times I have heard a request has to go through a different system than another place, and it creates difficulty on both ends because requests are not getting through to SSC efficiently to address the issues. A central office to improve relations between SSC and TAMU would be beneficial for both. SSC does strive to make TAMU a great looking and well maintained campus, but communication issues greatly affect this goal. Finding #2 - This does not seem to be needed. By realigning and streamlining the Facilities Division and actually creating clear communication, this would not need to be a new division, but maybe just a new position. Finding #3 - I disagree with creating a whole new division, but this goes with my comments in #1. Communication, communication, communication. I wholly agree access systems should all be the same and as easily manageable as possible for all (faculty, staff, and contractors, as well as students, if necessary.)

I agree improved data and transparency are important for performance and there is room to increase efficiency. At the same time, it is common knowledge that very few employees (if any) within Facilities were interviewed or asked about

existing processes. This calls into question what information is being used and whether that information is accurate enough to make informed recommendations.

I strongly support all recommendations. I've worked in and around facility planning, programming, design, construction, operation, and demolition for over 30 years outside of Texas A&M. This change is sorely needed based upon the disfunction and dissimilar approaches across the university that I have observed in the past few years since becoming part of the TAMU team.

While I agree that there are issues with Facilities and maintenance and they need to be centralized, the main reason for this decentralized state is the outsourcing. Campus used to be maintained well prior to outsourcing. Those that worked for the University cared about their work and took pride in it. Now with the outsourced group, all you have is a high turn over rate and a refusal to clean anything over 6 feet off the ground. Finding 2 - After reading this one, I can tell you who talked to for sure. While the CBE is not perfect, there is a need for this type of committee when it comes to this size of a campus. The University Architect does a phenomenal job trying to keep this wrangled in, but campus politics and College leaders and Vice Chancellors tend to think they are better designers and end up wasting hundreds of thousands of dollars on things that would have never been an issue had they left the designing up to the professionals. TAMU is not the owner but the end user of the campus facilities. The State and the Texas A&M University System are the owners of the facilities. Large projects are currently managed by Facilities Planning and Construction at the System level. The smaller projects that are \$10M and below are managed through the outsourced group which has been an epic failure. An in house department for these smaller projects would be beneficial to campus. Finding 3 - also an issue created out of outsourcing. Outsourcing of things such as maintenance has been a failure. An example being the building I work in did not have the air filters changed for over 3 years. This summer as the building AC went into over drive and failed, we peaked above the ceiling to find dirty air filters that were dated 2017. I know this was consistent throughout the floor I work on. Outsourcing is not the way to go for transportation services. Outsourcing has proved to be a failure and create a decentralized university.

Can we please have a campus-wide audit of building accessibility, to include access from the rest of campus?

Fully agree

I am concerned that further distancing management of facility issues from a designated individual within a department/facility will adversely affect response time to issues. This has been our experience since facility issues management moved to SSC control; we have facility management as part of one of the Associate Directors' portfolio- since the SSC move he has more frequently needed to track and follow up multiple times to ensure an issue was addressed. We know that there is variation in how responsive some individuals are; it will be important for the staff assigned to a facility to understand the operations within that building so the response is timely. Issues within a residence hall room, healthcare facility or lab may require a different response time compared to a classroom or general office space.

No feedback to offer.

Facilities are an integral part of the success of the University. First impressions are everything. I believe that Student Housing needs to control their facilities. If a Director does not have direct control, but is the one receiving the complaints, the ability to manage the facilities is lost. It is no different than outsourcing. When our Building Maintenance and Custodial Services were outsourced, we lost services. We pay more for less. The ability to accomplish tasks becomes much harder.

Invest in cultural centers, including a performing arts center, museum, hospitality center and campus gardens For now, I think the campus gardens and hospitality center is meeting the need. I don't believe our community will support a performing arts center well enough to justify the investment (Reed Arena and OPAS fail to consistently bring in top shows/acts and fill the seats – our community's demand does not justify this expense). A museum of natural history, possibly in collaboration with the Brazos Valley Museum of Natural History might make sense – but I don't know if there would be enough community support.

Facilities should continue to function with respect to the buildings that they currently service. No changes or centralization is needed here.

In athletics, our facilities and events staff are unique compared to campus. They handle the typical facilities-related issues but they are also working athletic events, setting up for recruiting events, among other items. Facilities in athletics

is way more than just repairing items. Having them exist under a campus framework does not seem logical. Additionally, they have substantially more duties than a typical facilities staff member due to the nature of our operation. To me, having them exist in a centralized environment and be managed the same as campus staff while doing more doesn't make sense. As I said in the finance section, I believe this could be beneficial for certain departments but that doesn't mean it makes sense for everyone.

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Since the privatizing of this with SSC, response time has increased, satisfaction of work completed and overall expense has increased. Your report addresses only the College Station campus.

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We have lots of under poorly maintained and poorly utilized facilities. Outsourcing from our previously centralized TAMU facilities to SSC didn't fix the problem. Getting things repaired is just as difficult as before and much more expensive.

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Memorial Student Center and University Center facilities are much more like an event space and venues with the wide variety of TAMU organizations and outside entities that rotate through the space. This can range from small student groups up to major off-Broadway productions. This requires daily reconfiguration of who is using what space and in what capacity. I think as event venues these should be separate from the larger, centralized TAMU facilities group. I do not think the larger TAMU facilities group can be agile and adaptive enough to successfully manage these two venue / event style spaces.

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I support the suggestion under this area.

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I agree that a new centralized structure is needed. Not sure how each building proctor will fit in to this. In the case where I am, the admin to the dean is the building proctor. I liked the single computerized maintenance management system (CMMS).

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The University needs to get a more robust Quality Assurance program going. The contractor is using the University as a training ground to send people to fill positions in other University's around the country. Your Building Managers in each Department need to be kept. They are part of the system that is keeping the contractor focus on what is important to get repaired.

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If auxiliaries lose the ability to control their facilities, this will be detrimental to their ability to control costs. Operations like Residence Life will have to raise rent rates if they have to pay a "fee for service" to a consolidated Facilities operation.

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Seems logical. I highly agree with many items noted in Findings #1, and it will be interesting to see if the funding can be found and communications resolved particularly how to handle and request matters regarding deferred maintenance. This has been a long standing issue and it has been found that often times departments have to fund this in their funding. The cost of covering telecom keyless entry would be a good one to evaluate further. Appears to be unclear at times of who should cover the cost, particularly when tenants are switching buildings or if the item is internal or external to a building.

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This section alone illustrates just how unsuccessful the outsourcing was. Perhaps it was incomplete or the terms of the deal were not sufficiently defined. Can we be assured the terms of the contract are being met? Most of the problems I see mentioned are administrative issues with funding, authority and oversight. I do agree that the simple coordination of building access (keys, card readers) needs a centralized system with some delegation to building proctors. "The campus currently has many non-compliant camera installations. The current model does not offer a central point of contact to assist units with becoming compliant." I'm not sure what people are missing. It has been pretty simple for the Libraries to follow the SAP and route requests through the campus AVST committee. Here at the Libraries we were using the central service offered by the Division of IT and were left scrambling when they shut it down with little to no notice. This did not do anything for our confidence in their ability to provide such a service. We ended up partnering with Transportation and have been quite happy with the result.

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I'm not sure if my department, UES, falls under Facilities or Finance and Business Administration, so I am commenting here. Since Utilities and Energy Services is responsible for many items that require individualized services and support, we are a unique group, differing from all other departments on campus. We have a stellar reputation at TAMU, and provide excellent customer service for all aspects of what UES does. Therefore, centralizing any of the services provided, may not be in the best interest of TAMU. However, being an IT person, I do feel that our group could certainly benefit from being more integrated with TAMU IT for certain services. Due to the large amount of devices and services we provide, it would be very difficult to source IT support from a centralized IT group in a timely fashion. However, if we were a branch off TAMU IT to support UES as a whole, I feel that would be beneficial for TAMU as well as UES and UES

IT. This way we could benefit from some of the services of TAMU IT, such as the ServiceNow Ticketing system, Microsoft and other third party licensing, and IT project management.

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Must address and perform deferred maintenance.

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Recommendation #3 is a positive and will enhance efficiency across the campus.

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Centralizing facilities seems to be a good idea. It can eliminate duplication of efforts and as COVID proved, it is impossible to "lock down" and entire campus when individuals groups manage their own facilities.

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Centralization efforts, particularly with regards to a single reporting database system of tickets related to maintenance issues, is applauded. I do want to recognize our Division of Research representation, and express how important these subject matter experts are and the hope that they will continue to "major" in DOR related facilities, while having others "minor" in DOR related facilities, for cross-training and depth of knowledge.

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I understand this was a contractual focus area, but I don't know of anyone in Facilities who was interviewed in an effort to understand current perspectives. The "before" org chart is incorrect. Building access doesn't report to Facilities - it reports to Safety & Security. Not sure why SSC and Chartwells are reflected in org chart - they are only a vendor and overseen by the university.

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Seems logical to align the management of facilities and ensure consistency. If faculty "own" labs, do those all also go over to Facilities to run? Will Facilities have expertise in scientific equipment managed in these facilities? There used to be a facilities planning group; seems logical to have that element again.

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None of the proposed changes seem as they would affect the biggest issue with the current model. By contracting out services, the turn over rate of personnel with the contractor leaves them chronically short of staff, particularly custodial, and buildings do not get cleaned.

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Facilities needs reorganization. Proposed changes seemed significantly appropriate.

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I like the aspect of card swipe access. I think I will point out that the college of liberal arts has the liberal arts and humanities building and they have practice rooms that are only accessible to students via swipe access unless a staff member opens it with a key. These spaces use to house the English language institute staff before they moved to Nagle. I think yes this would be a costly investment but also a more effective method especially for departments/colleges that have far more costly equipment in their offices or classrooms. This way if anything were to be misplaced/lost/broken there could be a track record of who accessed it previously or after that particular day. We used to use the record to log and see if students left the space clean and in the same condition they were given it.

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If facilities are centralized, (1) mandate quick response times (30 minutes or less) across the campus for urgent problems and (2) expand services campus wide to meet the needs of units that operate 24/5 or 24/7. Otherwise, do a more depth analysis of what functions can be further merged, leaving in place mission critical features.

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Centralization sounds awful. Facilities need to be handled by staff dedicated to that area, who are familiar with the facility and its needs. And how are you going to centralize facilities management operations that are currently housed in Qatar? Not only is Qatar 8,000 miles away, it's 8 or 9 hours ahead of Texas and works Sunday-Thursday. And it's not even the owner of its facilities – they're controlled by the Qatar Foundation. The Qatar campus can't be expected to be part of a centralized facilities operation.

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Facilities : as a Building Proctor I look forward to a requirement for increasing regularisation of process. I find that Security is frequently by passed in the interest of a faculty member having complained to a Dean. Processes outside the College would enhance security of students and facilities. I will comment that current key control practices do interfere with my ability to address the occasional whims of my deans to inspect spaces that I could heretofor access.

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The idea of a centralized facilities group sounds good on paper, but groups such as the University Libraries cannot function by this method. We currently have 6 Full time Facilities coordinators that run 7 buildings across campus who have particular needs of collection management and preservation. I understand inconsistencies in communication, but the Libraries Facilities team is in alignment with the main unit. I suggest keeping the Facilities unit within their college or department, but having strong support from a main Facilities unit.

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Would be nice to move back to the model of housed together

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First, Building Access is not in Facilities. It is in Safety and Security. Second, it is clear the recommendation to centralize the facilities functions was made prior to the study and report. If the goal is to improve communications and improve

efficiency, then the people involved in the current processes should be a part of creating the solutions. Ignoring them serves no one. Ignoring policy and procedure achieves nothing. There is a disturbing lack of process being employed in this "transition" period. SAPs have been ignored. Committee review and approval has been dismissed. This is reactive at best. As to recommendation one, I agree that one of the chief challenges with the current building proctor/facilities manager model is authority and responsibility. Under the current model, building proctors are simply individuals working within a space that have been assigned an additional job duty. Facility managers (or sometimes coordinators) are employees paid to fulfill those assignments as their primary job function. Much could be achieved if there was a small, specific set of positions related to the operations of facilities. If this is to be deployed as a central Facilities Management service, then each college or division should receive the same level of service. This would mean elevating rather than ignoring policy and process. Recommendation #3 seems to counter every previous directive to centralize functions. Why would this not be centralized into the larger Information Technology division? Why would this be an exception?

Seems logical overall. If funding is available to manage and cover such costs, sounds like a great plan. Deferred maintenance has been a continual issue. No clear plan has existed for staff to understand how to get items addressed often times putting the burden of costs on organizations. Also, a review of Aggieworks should be explored, as it leaves too much open for anyone to submit items that can end up being a surprise costs to a department. Keyless entry and who pays for which doors has been mentioned and is confusing, especially when you have departments leaving and new tenants coming in.

It's true that facilities services are inconsistent. I hope this would help.

Consolidating facilities makes sense as much of the work done by the facilities in my department is done by SSC and not at the department level anyways. Mentioned in the report is the multiple work order systems, this is probably more widespread than the report even says. In my department we have our own facilities ticket system that they come and look at the problem then most time submit it into aggieworks for SSC to take care of the problem creating an unnecessary step in the process.

building proctors need more support/ actual zones/ chains of command.

Although a standardization of facility related processes is needed, it should be noted that a broad sweep of HR titles through reorganization may not be advisable. Many facility titled staff have multi tiered roles which involve facility oversight but also include departmental and operational responsibilities. A dynamic organizational chart and reporting structure will be necessary to encompass this process.

"Create a new division of Facilities Planning and Construction (FPC) that allows for an expanded, strategic planning and construction unit." The Facilities department/staff seem largely disorganized and the organizational structure is confusing. I am also concerned about the lack of emergency resources and emergency plans available for students with disabilities. It's not clear if these resources/plans don't exist or if the structure is so confusing that information is not adequately disseminated across departments. I believe a lack of planning in this area is creating risk for the university.

Facilities are confusing no matter what building you are in and need to be restructured completely. There is not a clear communication system and replacements or repairs take a very long time unless you have the correct pull or position within the school, department, or college to request them. Having air conditioning that works should not be based on hierarchy or social structures within departments.

I don't see where the survey results justified this level of reorganization. The last sentence in Finding #1, "The current safety and security systems are inconsistent across campus." should be more specific. It may be more clear once the reader gets two paragraphs further down in the section but this sentence could be interpreted much more broadly than is explained in the later paragraph. Building Access (Key Shop) is not shown properly in the "Current" org chart...it is part of Safety & Security. The proposed org chart and all changes and reorganization clearly show this organization to be facilities focused. The proposed changes could transform university facilities staff and management into much more effective entities. However, Safety and Security does not fit well into that organization or its aims. Safety and Security could certainly benefit from those changes but these are odd departments to combine. As stated elsewhere in this report, most Safety & Security functions at peer institutions report to a senior VP for operations or administration. Recommend consideration of realigning Safety & Security component (sans Building Access) to report to the COO. That would better position those critical unit heads with better access to broad university decision makers. To date, Safety & Security units have not been funded or enabled to be responsible for facility access or campus video security systems -

which should remain facilities functions.

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I agree with the recommendations in the report related to Facilities. I do want to mention that even with consolidating the facilities groups at the individual colleges, it must remain that these individuals are still embedded within the colleges. We have seen too often that some function which gets centralized becomes slow to respond. Having the Facilities teams in the colleges, ensures we can notify them of issues faster and get quicker resolutions when things like a leak in the roof happens.

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If facilities are restructured, I don't believe that the work should be farmed out to a contracted company. Our facilities people who are employees of TAMU take pride in their work, are super helpful, and need to remain in our buildings. The facilities (building proctors) for my building are hardworking and help manage everything every day. I don't want to have to wait forever, or not have someone who can get a hold of someone when we have a major problem in our building. Half the buildings on campus are super old, have not been upgraded, and our facilities staff ensure that these buildings and the parts of the buildings stay in good repair. They make sure that no one (students, faculty, staff, or visitors) get hurt.

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As a current Facilities Manager for TAMU, I am hopeful that should the decision be made to move to a centralized management structure, it will follow some of what has been implemented in the College of Geosciences. For years now we have had a single Coordinator/Manager to oversee daily operations. This includes handling keys, assigning building access, setting door schedules, maintenance requests, after hour requests for access, room reservations, HVAC issues, FAS and EHS concerns, local projects, working with contractors, and overseeing deferred maintenance projects to mention a few. In the College we have streamlined nearly all facilities related issues through the Facilities Manager. This has allowed myself knowledge and a hand in all things facilities related. This has created an environment where every individual within our College, openly approaches the Facilities Manager with any concern. The Facilities Manager is also the single point of contact for SSC. There is little room for any issues to go unresolved under this structure. I also see value in having a direct line of communication with my supervisor, Barbara Bayer; Assistant Dean for Finance and Administration. Working closely with her, identifies available budgets and direct needs for projects specific to our Departments, Faculty, Staff, and Students. Having a close working relationship with the Assistant Dean of Finance, has really been effective in minimizing unnecessary expenses and maximizing use of budget.

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I felt that all of the recommendations related to Facilities were right on target and should be considered for full implementation at the conclusion of the feedback and review period.

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Recommendation #1, in theory, sounds like an excellent idea. I am concerned with the implementation and effectiveness in daily needs. Currently, response from university facility offices is extremely slow and inefficient. I would like to see increased efficiencies even if the model stays as is, but if everything is centralized I recommend a comprehensive review into operations, work-flow, communications and timeline.

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Office space and facility availability for faculty and staff should be considered when making decisions on moving units. For example, the complete centralization of marketing and communications would not be effective if all communications staff were to move to the administration building.

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Now this is spot on. I will support you 100% in making this transition.

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Facilities services at the university level are slow and provide terrible customer service. So terrible in fact that many departments and colleges have their own facilities people. Public spaces like the MSC and the Library have much higher, and more specialized needs when it comes to facilities. Efficiency is not always good when it sacrifices the needs of others.

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Outsourcing the transportation is not a good idea. It might work in areas of the country with good local transportation services, but BCS does not have that - so only A&M can provide any time of transportation for students living away from campus, which should then be controlled by A&M... the expense to build the local infrastructure on transportation would be huge and probably not sustainable.

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Agree! Current facilities operations makes everything more complicated than it has to be and no one knows who to call or contact for anything.

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Our Office, Residence Life Facilities & Operations is responsible for the oversight and management of 69 buildings and over 3M GSF. Our tasks, responsibilities and entire operation is much more than facilities (although this is the main



IMPORTANT function) and is unique in various ways as it relates to the care of Texas A&M students, parents, staff and our University as a whole. Our operation just completed a new comprehensive Facilities Condition Assessment with ISES Corporation to which we then utilize the Asset Management Software to build our 5 year maintenance and renovation plan (updated yearly). We provide training(s) to fulltime CD's, live-in staff and Resident Advisors. After spring semester our office Facilities & Operations (Facilities Coordinators and senior summer staff) is responsible for inspecting the 12 Corps Dorms, on campus buildings and apartments for damages and renovation needs including cosmetic, mechanical, plumbing and electrical. Our office is responsible for inspecting the 12 Corps Dorms, on campus buildings and apartments before, during and after summer camps and conferences. There is quite a bit more information I can provide if you wish, please let me know and I will be glad to assist. Below is a portion from a Facilities Coordinator Position posted Friday for our operation: Facilities Coordination - Assists with management of departmental physical assets, conducts ongoing inspections of facilities and grounds. Maintains written inspection reports and follows up as needed with maintenance, custodial, grounds, pest control, TAMU UES (Utilities & Energy Services) and EDCS (Engineering Design & Construction Services). Attends pre-construction meetings, construction meetings, cover-up-inspections and substantial inspections. Assists the Associate Director Facilities & Construction with oversight and project management of maintenance, renovation, new construction, and furniture replacement projects. Meets periodically with UES, SSC Services maintenance, custodial, grounds and pest control to review services provided. Serves as departmental contact for scheduling utility outages and preventive maintenance. Serves as a point of contact for after-hours facility calls, which may require returning to campus. Performs building automation systems monitoring through computer and web based program(s) to investigate problem areas and building utility delivery consumption usage. Assists with planning and coordination of telephone and data installations and repairs. Provides notifications to hall staff and students regarding maintenance and renovation scheduling. Monitors AggieWorks work orders, conducts inspections of completed work requests and follows up on issues. Building inspections include, but are not limited to, the following areas: mechanical rooms, roofs, crawl spaces, hallways, corridors, stairs, student rooms, bathrooms, common areas and grounds. Performance of duties will require operation of a University or other motor vehicle. Inventory Control - Maintains accurate inventory records and assists with annual inventory certification of equipment. Oversees equipment and furniture ordering, deliveries, and moves as it relates to property, inventory controls and warehousing. Assists in monitoring building utility delivery and consumption. Supervision - Co-supervises departmental student employee pool. Provides direction for student employee assignments. Assignments include inspections, room furniture setups or removals and other tasks. Conducts performance management and performance evaluations. Manages and assists with onboarding, training, and time management. Facilities Coordination / Strategic - Assists with updating the five-year renovation/maintenance plan and the Facilities Condition Assessment (FCA) data. Facilities Management / Development - Serves on departmental task forces and university committees as appointed. Advances the philosophy of multiculturalism and actively promotes diversity. Conducts (or assists with) facilities trainings for full-time and student departmental hall staff. Performs other duties as assigned.

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Facilities needs to be organized across all campuses. How you obtain facilities services on West Campus is different from how you obtain services on Northside. Getting service is another issue altogether.

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I'm concerned why more classroom space isn't listed. I've handled scheduling for a number of years and there is always always always a need for classrooms that seat 50-150. I'd love to see more space to teach that you don't have to apply for or isn't a super-specialty lab.

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In the corporate world cleaning crews come in after hours. Our crews are great - but they are here when we are here. So they vacuum, polish floors, etc. when we are trying to talk on the phone or hold meetings. Surely there is a way for these tasks to be done after hours.

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I fully support all of the recommendations provided by MGT as it relates to Facilities. I do not work in that arena but the recommended solutions appear to address the reported findings.

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No Comment.

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The Facilities & Operations Office in Residence Life interacts with students and parents, Hall staff, and Residence Life staff every day. We investigate, expedite, and alleviate on-campus housing issues, and to pull this office away from Student Affairs, I believe, is a mistake. The priority is to maintain student on-campus housing and ensure the comfort and safety of our residents. Our daily affairs completely involve the students (see comment above), and their LIFE as a RESIDENT. There are many things that we do in the summer that assist Conference and Guest services, some of staff duties involve working with student events, and other outside vendors that services our students. Again, to pull this

office away from Residence Life and Student Affairs seems odd to me. But that's just my opinion. :) Thank you for allowing me to share it.

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I am not in a position to provide good insight into these changes.

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OK. We have recently had some turnover in this area in Engineering. It has usually taken repetitive emails to get resolution to issues. I still have unresolved work order issues. Commonly i am told that the issues need to be referred out to ...the electrical area, the plumbing area. I think it is frustrating for all involved.

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I felt that this section was the most well-reasoned of all the sections in the report.

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Current SSC and facility requests take a pretty significant amount of time to develop a response. I think this area could be improved upon through centralization, but a customer service mentality needs to be developed in this area so that service levels improve.

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When it comes to the committee that reviews and provides recommendations for signage across campus, it's imperative that they be more transparent and collaborative when it comes to the multiple campuses across the state under Texas A&M Health.

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with our aging campus, infrastructure such as roads, sidewalks, and inside buildings is a concern as showing our world class university

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Maintain OUR facilities (buildings, doors, elevators, bike racks, sidewalks, etc..). Budget appropriately. You don't just build a NEW building for 50M and then don't budget for future maintenance and expenses. We don't do this with our cars/homes and we shouldn't do it with our facilities here at TAMU. I understand this is an easy thing to cut and we ALWAYS want something new/shiny, but the COST in \$\$ for deferred maintenance will catch up in the end. Please don't defer maintenance.

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We have struggled since the retirement of our last building proctor, who was not replaced. For months there has been major construction and disruption in the building (GSC) without a primary person to contact about safety, disruption, repairs, etc. Using AggieWorks to report plumbing issues resulted in next day attention to a gushing water issue. Centralized funding for basic services and consistent services between buildings would be nice. When we moved into the brand new GSC, there was no internet or telephone access in the assembly rooms. Our department paid to have internet connections and telephone access in all three assembly rooms and paid the telephone fees for several years. We carried projectors and telephones to meetings in those rooms to have the equipment needed for forums and meetings in the early years. Building leaks (roof) reported through AggieWorks results in visits from crews who look at the ceiling tiles and say "this is for the roofers" and the roofers come and say, everything looks good. There needs to be ownership of issues and follow-through to true resolution.

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I was not 100% sure after reading the report if it were being proposed that the outsourcing of custodial and maintenance continue or not. I would like to see the outsourcing end. The custodial support that is being provided is very low quality. SSC is unable to keep employees due to poor working conditions and low pay. Most recently the trash in our building has only been removed once a week for the last 2 months. The bathrooms are very unsanitary. That is currently a scary situation with COVID. The building maintenance is not be handled as well as it was before the outsourcing. Landscaping is also not handled as well. When these individuals were TAMU staff they were proud of their jobs and they strived to do good work. SSC staff has no benefit to working hard.

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A major factor in the issues with Facilities is the outsourcing to SSC. We have often had maintenance issues where 2 or 3 different people come to "look" at the problem and state "oh that's not my job/my area of expertise." Aggiework orders have been closed countless times because the "assigned" person came and looked at the issue but didn't/couldn't fix it. Outsourcing, while it may have saved money, has resulted in inferior service. When maintenance staff were "a part of the University" there was a higher level of buy in, of stewardship. We were in this together. Outsourcing resulted in an us versus them mentality and I believe that came from the top. When staff is plainly told (by actions), "your past service to the University doesn't matter, if we can save money" that demoralized many staff members. Private Public Partnerships (which were mentioned in this review) were talked about as a positive option. If upkeep of facilities is a goal, then using P3s should not be an option. No one really believes that at the end of these contracts the "renter" will continue to spend money maintaining these buildings. The day before White Creek was to be opened, they reached out to our unit asking for student workers to help finish doing make readys. They were behind schedule and not going to finish. The 10-15 student who helped, told us about trash being through into walls, water damage being covered up and a general, "get it finished attitude." That isn't stewardship and I don't think those are the kind of builds we want to take

back over in 20 years. When I came back to the University as a staff member almost 10 years ago, one of the things I loved about working here, is that our focus was on the mission of the University, not the bottom line. Honestly, within my unit, I have more of a business mindset than most and look to lead our unit in this way. I fear that as a University we will lose our community atmosphere to "save money" and in the end, the mission of teaching and research will be negatively impacted. This University is a small city. Currently, we have a common goal, the students. The more we fracture this "small city" into individual outsourced companies, the more Facilities and this "community" will fail.

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This could help as being a staff member facilities is important. It seems the facilities manager was always busy with other larger projects and other small things would take longer to be taken care of. The consolidation could possibly take the different hats off some individuals to better serve the unit they are assigned to.

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I, currently, work for Building Access (key shop). I am frustrated by the confusion, extra expense, wasted time, and lack of communication between SSC, our shop, and customers. I am pleased to read about the reorganization plans that will lead to centralized communications, and management of facilities. I would love to be involved in the process.

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Recommendation #1: YES PLEASE, trying to know who to talk to about anything related to facilities is so confusing and there is little support for those responsible for managing college facilities.

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As long as there is representation and attention give to all stakeholders at the university, a more centralized approach makes sense. There needs to be a real review of the current situation on campus and more thought put into renovation and maintenance of existing facilities that have been ignored. Many facilities, especially on west campus have been allowed to deteriorate.

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Just an idea . . . buy the abandoned Randall's grocery store on University Drive and turn it into our visitor center. There's plenty of parking and buses could shuttle visitors to and from campus so they would avoid the headaches of parking on campus. The interior could have all kinds of interactive and informational exhibits and memorabilia. We could also add a coffee shop or similar space for people to relax. This would immerse them in the Aggie brand experience in a way that is simpler and more streamlined for the target audience.

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No comment.

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Comments under Facilities make sense. Student Housing is a complex endeavor and should be further reviewed before decisions are made.

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No comment.

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All items outlined seem justified, and I like the idea of purposeful planning of facilities and construction.

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Shared facilities will benefit the entire University.

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Makes sense

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N/A

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The current facilities operations are broken and need a complete redo.

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Recommendation 1 may cause more harm than it provides in benefits. Decentralization of Facilities Management Operations throughout Colleges and Divisions is a feature, not a bug. This decentralization allows for flexibility and accountability to the Colleges and Divisions that leads to success. Central location and management of this function would lead to Facilities staff not being responsive to College and Division needs and would reduce satisfaction with the services to a level like that of Information Technology, where some feel IT staff are too bureaucratic and inflexible. Recommendation 3 for a unified records system would be hugely beneficial. This would be a natural byproduct if recommendation 1 is adopted, as all staff would be of the same unit. The true value of recommendation 3 is realized if the units are kept separate. Solving this issue alone will provide many of the benefits of recommendation 1. Getting distributed staff to use a centralized system(s) allows for simultaneous flexibility to adapt to College/Division needs and University wide accountability in managing security and maintenance operations. Adding resources to/ redeveloping the Facilities Manager's Working Group will also help ensure a coherent University-Wide Strategy.

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I agree with a support the recommendation made by MGT.

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N/A

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A lot of this section makes sense. Parts that didn't necessarily are the very specific facilities such as enterprise data centers and biological research labs and the like that require specialized knowledge and close collaboration. Even with a dotted line back to IT or Research or whatever, not having those groups inside their respective orgs would all but guarantee communication and morale would suffer.

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FACILITIES DEFINITELY WILL BENEFIT FROM THE PROPOSED CHANGES.

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I agree with the findings in this section.

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Since we centralized to a company instead of employees under TAMU directly has caused issues with cleanliness and consistency. Outsourcing does not work.

## Facilities - Student

Please provide your comments related to Facilities:

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N/A

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Don't combine liberal arts and sciences.

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I have no comments here.

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none

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If the University is trying to increase diversity in staff and treat employees equitably, this area needs careful consideration. In the past, restructuring of facilities has lead to outsourcing where employees are underpaid, not given benefits, and generally not treated well. This exacerbates economic inequalities with racial/ethnic minorities working for TAMU since, per nationwide trends, this area is where most people of color working in higher education are employed.

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None, agree with the MTG Report.

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While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

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TAMU should improve security/access to buildings. Facilitates could follow a similar structure to Francis Hall which limits building access outside of "working hours". This requires student ids to scan in. Spending on new facilities should be watched (some amenities may be excess) in an effect to maintain level tuition/parking rates.

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A&M's facilities are not well-maintained because it is such a large campus and the process for getting something fixed is difficult and not available to the general university community. Many times, something like a faucet will break and take months to fix because no one in facilities knows that it is broken. Any member of the university should be able to report something broken or otherwise inadequate to help maintain our beautiful campus. This reporting system should be readily known to all members of the university community, easily used by even the least savvy users, and strongly encouraged by A&M.

N/A

I am in absolute love of the facilities specifically of the Liberal Arts and Humanities building

There needs to be some oversight on maintaining the university grounds. There is very poor landscaping on campus, not being maintained or visually appealing.

Adding museums, gardens, and the other suggested items would be incredibly beneficial to the student body to allow them to escape the mindset and atmosphere of college life, and it would help them become more well rounded and experience things outside of their typical routine.

landscaping is very nice, but those funds could go to something more pertinent to education.

don't know enough to have an opinion

Please don't do the plan. It's not a good plan. We don't like the plan.

Good.

Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

Make them run correctly, fairly compensate the people who maintain them (fair isn't minimum wage, they work way harder than minimum wage), keep them open for students to actually use, compensate the student workers who have to keep them open well enough that they want to come to work (minimum wage is not fair compensation). If this report cost \$600,000, I would request a refund. A student led commission with less time delivered a more detailed report.

Good

Facilities may need improvement in how things are done in a timely manner, but other than that the improvements are good

Labs should have better maintenance (especially labs in the CSA building). Undergraduate students pay hundreds of thousands of dollars for their education. They shouldn't have to attend lab in rooms that leak water through the roof. The university should direct more funds to improving existing infrastructure instead of spending it all on football and new buildings.

Please don't change anything.

We should implement a digital ID program to help modernize the university and increase security.

We need facilities that are welcoming and created spaces for students of color.

I would love to see suggestions #1 and 2 made by MGT for this section implemented--especially #2, since it would prevent expensive delays in design and construction. The money saved could then be used productively elsewhere. For suggestion #3, I agree with creating a centralized information management system but would like to avoid creating a separate division if doing so would save on staffing costs.

Build or designate a physical space for a Latinx Cultural Center.

I do support to centralize services under the chief financial officer.

As long as their current needs are heard and considered, I am fine with the proposed changes.

Strongly support and agree with creating a visual and performing arts center. In support of the arts having a stronger presence on campus in general.

Maintain a standard for all facilities and ensure all facilities can meet those standards. If not, provide aid so that the colleges can meet those requirements.

I would like a fine arts area.

It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni

population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

None

Love the facilities but everything surrounding it looks like a concrete jungle that I'm not proud of

update legett hall. it quickly gets dusty, and there's always sneezing.

The libraries seem to do well being independent. Improving the resources available to each student is important since A&M recently increased its population by such a huge amount. Currently things like SHS, and the student recreation center are overflowing.

We need better bicycle infrastructure.

Moving buildings during my degree would only prolong my time at TAMU.

The chemistry department enforces the students to come to class when there are health hazard incidents. For instance, one of the pipes burst open, and dirty contaminated water filled the floor. I, the Lab TA, nor the students did not appreciate that we were required to conduct labs. Some students did ask me if they can be excused, but upon the [REDACTED] request, the Department of Chemistry allowed us to work in conditions that can affect our health and well-being.

This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be it's own department.

no changes

Tamu should stay and operate the same. No changes.

Utilize wasted space for better outdoor learning/studying and relaxing. Ex: Construct more permanent coverings in the E-Quad for shade and rain cover

AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

n/a

They responded so well that equipment and facilities meet the expectation of the people.

No comment

n/a

Centralized management of facilities would likely improve our experience. In the past, I have seen issues in timely repairing even very basic issues within our university facilities, issues which a school of our size and with our resources should not have difficulty fixing.

I think putting all the facilities under one umbrella would be a massive waste of resources. Takes time away from managing the facilities and instead allocates it to meetings that are not applicable to some.

N/A

all options are lacking specifics and planning.

Chemistry building is in poor condition. Teaching laboratory space in the department of chemistry is outdated, equipment/workspaces are obsolete. Have noticed this with other buildings as well. There are issues with pipes bursting and other infrastructure-related issues. Need to reallocate the schools 13.5 billion dollar endowment more towards improving teaching facilities, not on the football team.

It's quite concerning that no one person or department is in charge of building security. I really hope that gets fixed

I am a student in the Political Science Department. I love the idea of merging it under the Bush School of government. My feedback is that I would love that it be done soon enough so that my degree can reflect that it is with the Bush School rather than under the College of Liberal Arts. Thank you!

The Department of Transportation is laughable. More parking passes are sold than there is parking, and having to pay upwards of 200 dollars a year to park at the university one already pays to attend is comically moronic. A car damaged in a parking lot has no protection from the university, and yet a car left 15 minutes without a parking pass is imminently ticketed, showing the true motives of the department. The same can be said for the actions of the department in charging for parking permits for Veterans, according to the email sent over the summer. This plan was reverse, and yet it was accepted at all. Can you really argue that anything besides money is of true concern?

N/A.

n/a

N/A

n/a

Beautiful. Would like to see trash be burned and more recycling centers/bins around campus.

None

In different as long as they aren't liberal

Centralizing facilities might be beneficial, but again it is important to have the worker's input first and foremost.

n/a

N/A

I think the COSC department should be moved to Engineering

The addition to a visual and performing arts center would not only increase the monetary value and aesthetic of our campus, but would also be of great benefit to the dance science program. Having a VPAC would allow us to have more studio space the capacity to perform works in a space compatible for the dancers and a larger audience.

N/A

Nothing to add here.

I respectfully think that there shouldn't be a merger of departments or libraries.

Don't have any

When building a new facility for the performing arts, a few things are needed for the facility to be attractive to dancers and potential guest artists: sprung floors, no metal secondary supports, padding in between the secondary supports that would ideally be wooden batons, and marley flooring to be provided or available for use on stage and offstage.

As a Dance Science student, the proposed Performing Arts facility sounds fantastic. We have concerns however as far as how this facility will actually be used, and whether or not these proposed implementations will actually be completed and done well.

A new performing arts center would be lovely. Needs for the performing arts facility: sprung floor is a need for dancers because it is safer, a large dressing room, adequate lighting, large rooms to dance. Hosting conferences and performances for the community of Bryan/College Station would be very beneficial.

Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

The Eller Oceanography & Meteorology building has a few issues, the main one being our elevators. They're consistently "out of order," which is pretty inconvenient when you have class at the top of the tallest building on campus. Typically what happens is that someone will smell smoke, we (students studying late at night) may call the fire department come check it out and clear it, then wait for the elevator service company for a few days. Or the fire alarm is set off and we have to evacuate during the middle of classes like on the last day of on-campus classes Spring 2020. The worst I've ever seen it was another night in Spring 2020 that I smelled smoke on the 12th floor, and it was HAZY in the elevator bay. I found a professor working late and told him, then grabbed a friend and we rode the vastly more reliable service elevator up from the basement to the 12th floor, stopping at every floor to check both stairwells for smoke or smoke odor. We then went up to the 13th and 14th floors too. There is no reason that these elevators should still be so unreliable. One was out of service last week again. We had from March 2020 through August 2020 off campus. That was more than enough time to fix them and fix them right.

Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

Update the quality of your 1930's building instead of building a gym

Biking is my main mode of transportation and there a few improvements that could be made. We would appreciate it the white tents on the North West side of Evans Library were removed. These tents restrict the flow of traffic by 50%, and it is almost impossible to bike through that area during a passing period. I would also greatly appreciate it if the bike symbols were repainted in the tunnel going under Welbourne.

None

One complaint that I've had ever since being here is that our student rec fee does not cover every part of the rec experience. I understand having to pay for things like Outdoor adventures, otherwise plenty of people with no business really trying climbing or whatever other activity would overwhelm the staff. My main complaint is that even though we are required to have towels in the gym, they are not provided. TAMU is the only gym I have been to, university or otherwise, where this is case. I understand encouraging bringing towels but requiring someone to rent towels in the event they forget one is a little absurd, particularly with the wet wipes in place since Covid, as those do more than someone's dirty old gym towel would anyways.

none

How does the FPC division different from the FP&C at the TAMUS level?

There is a terrible Hornet infestation at the top of the O&M building that needs to be taken care of, and there are rooms in the building that have almost half of their lights burnt out for years now.

N/A

I kindly prompt you to accept all recommendations. Your office ought to improve.

n/a

Most recommendations seem obvious, and I do not know why we were not doing this before.



N/A

I think the idea of a museum would be cool. Also, most of the campus, other than the Bush School and Zachry buildings are not visually pleasing. More landscaping would help it look nicer.

The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

Please fix the dining halls so they will actually serve food that is safe to eat, instead of raw chicken and the food with bugs in it that they have been serving since switching to ChartWells.

Facilities & Dining both need to either go to a new vendor or brought back in house. While the SSC/Chartwells contract looks good on paper, the blows TAMU is suffering because of these highly incompetent companies is great. While we might be "saving" money, the departments have greater expense because of the ineptness. A central facility management system would be better than the current system.

A&M should reevaluate campus statues and their relevance to our current campus climate.

There should be a drastic improvement in the quality and quantity of facilities available to graduate students, especially those from the smaller colleges. Better computers, better offices, probably iPads to increase functionality.

Spending 50 million total on redoing 5-7 buildings in the center of campus (around Evans Library) will do this school wonders. Please add a facade onto rudder. It'll look awesome.

N/A

## Facilities - Former Student

Please provide your comments related to Facilities:

Again, I find it very disheartening that this report found so many areas that need immediate remediation. Basic security and consistency of tracking and managing the care and operation of our buildings and property should be a no-brainer. I am truly amazed that our campus technology and physical plant management have fallen so far behind in this area. Definitely need to develop campus-wide solutions, centralize these functions and implement them ASAP. It has been very pleasing to see our gradual upgrading and consistent designs of signage for campus facilities to aid staff, visitors and students. But much more remains to be done.

Centralizing the management of Facilities makes sense.

Consolidating & centralizing Facilities is a good plan. A&M should also continue to encourage new designs to incorporate architecturally significant & aesthetic design elements in new construction. While it makes sense to have a university approved material palette & color scheme, the construction on campus from the 90s and early 00s was marked by large, tan, boring & ugly buildings. The more recent construction like the Jack E Brown Chemical Engineering Building and the Interdisciplinary Life Sciences Building are much better examples for projects going forward.

none

More student living green spaces (like how TCU has done) could be rewarding to the student living and learning on campus experience.

I concur with the report findings.

Agree with the central thesis of the report. There are tremendous synergies that information technology can bring to the facilities arena. I don't know if my quibble would be just terminology or mindset, but you don't want a CMMS, you want an asset management system. An AMS manages all you physical assets, can manage vehicle fleets, real property, etc. The right program can be deployed across departments and campuses. Consolidation brings potential savings in software licensing and reduced staffing on IT support. The USMC adopted single platform MAXIMO over a decade ago and I would offer that as an example but I'm sure private industry could provide relevant case studies. Lastly, don't ignore the capability GIS systems can bring to managing and displaying linear assets. There is tremendous promise but

I've yet to find an organization that has devoted the resources to implement and maintain this capability.

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Howdy, My name is [REDACTED]. I am a Construction Science graduate from the Class of 1997. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I start work for Zachry in five short days. I have always worked in engineering when I was using my degree. I worked for Fluor Daniel and for Lockwood, Andrews & Newnam performing project controls. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards, [REDACTED]  
[REDACTED]

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Nice upgrades, and security

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I agree with the assessment that urges A&M University to develop a stronger direction toward the arts . . . visual and performing. The university needs a state of the art theater and art museum. As an architect/artist, and having exhibited on campus I realize that A&M lags behind other comparable universities in these areas.

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I support the recommendations proposed in this section.

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The comments I made regarding the Provost Office also apply to Facilities.

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Facilities SWOT Analysis I agree that the facilities organization on campus needs to be centralized and organized to reduce costs and insure effective and timely repair, maintenance, and inspection of all facilities. My company has the global contracts with Siemens, Schneider, Johnson Controls, etc for commercial buildings a/c and heating. We have had these contracts for 15 to 32 years. You may adjust a thermostat for a given temperature, but all the control valves and manual valves controlling the hot and cold water is controlled by our electric actuated valves. Our products are standard at MIT, Harvard, Stanford, UT, Florida, Univ of Chicago, Northwestern, NYC, GT, you name it, we are probably the

standard. We are also the primary products used by 70% of the world's DPCs including Microsoft, Facebook, Amazon, Apple, Google, etc. From our experience, A & M is not unlike many universities, most of them can improve their facilities by developing university wide contracts with one primary university supplier like one of those above and then implement regular maintenance schedules. The same can be said for roofing contracts, window contracts, ceiling tile contracts, painting contract, etc. If you were to allow those of us in business show you how to conduct a multi-year contract with a university wide contract for different maintenance activities, the facilities maintenance would improve and expenses drop. I would also let students in engineering and construction classes have projects to write specifications for the school facilities, and to be reviewed and approved by those in charge of facilities. Today there is also a movement towards using IoT in maintenance, where products like pumps, valves, etc. communicate their needs for maintenance rather than maintenance teams having to wait for failures to learn they should do maintenance.

I agree with the recommendations for centralizing and reorganizing University Facilities.

Recommendation #1: Restructure of Facilities and Operations/Safety and Security to include all facilities services under a new centralized management structure in Facilities Management Agree for the purpose of centralization.

Recommendation #2: Create a new division of Facilities Planning and Construction (FPC) that allows for an expanded, strategic planning and construction unit. Is this necessary? Could outside companies still be used when needed and not have full time positions for this area Recommendation #3: Create a Division of Facility Information Systems to maintain information in support of TAMU operations. Agree.

I support all three recommendations as I believe there would be an opportunity to reduce redundancy and increase the focus of the many complex areas of facilities.

Concur with recommendations. Ambitious.

No comment

Other than finance and business administration, this is an area that requires an immediate and massive structural overhaul. The university plant is a huge operation deserving of careful attention, upkeep and security.. Excellent suggestions.

Texas A&M does need a more cohesive approach to facilities management. Many buildings require an upgrade to meet educational demands and a unified approach would be helpful. A concern I have had for a number of years is there is not a common architectural design to the exterior of the buildings that would enhance the campus experience. This is a detriment to the university in my opinion. Our SEC and State of Texas peer institutions have beautiful campus buildings that reflect the personality and spirit of their respective universities. Just as UT has the orange rooftop on their buildings or other designs at Auburn, LSU and other universities, this is lacking at A&M. There are many fine buildings on campus that stand for A&M's values but so much more could be accomplished.

Recommendations seem reasonable but many Universities have been dismantling large in house facility departments and out sourcing more functions.

All findings seem to be positive with good recommendations.

No comment.

a. Recommendation #1: Restructure of Facilities and Operations/Safety and Security to include all facilities services under a new centralized management structure in Facilities Management. i. Finding 1: Agree. b. Recommendation #2: Create a new division of Facilities Planning and Construction (FPC) that allows for an expanded, strategic planning and construction unit. i. Finding 2; Agree. c. Recommendation #3: Create a Division of Facility Information Systems to maintain information in support of TAMU operations. i. Finding 3: Agree.

Any consolidation into a central organization should include ALL Colleges and departments. If you exclude some Colleges due to special circumstances, others will follow and the organization will continue to be decentralized.

Need more trees in Interior of main campus. So much concrete around Sterling Library and nearby buildings. Also, what is the goal for the golf course at our main entrance ?. In 30 years, it still looks like a muni course.

I wonder why University did not have Architect, It appears to be addressed in a planning section. But will it have Architect directing maintaining the New as well as PROTECTING the old CAMPUS. In arch history Professor Vrooman graded my sketch book on Arch history, the last page was blank, He put , "What about current!" I can't say How often I think about this and think, "the page Should be blank, the buildings and structures appear to be built today,, to be

destroyed.” Building new buildings to replace old ones is evidence of failure. Bring MEN and WOMEN together that do good things daily that makes for greatness. Daniel Webster with deficient preparation in education, but attended Dartmouth-graduated at age 19. Dr. JACK WILLIAM, said in the summer 1972, “we don’t have to do anything, They are just coming.” Over the years has TAMU Lost some of its luster? How many students are able to spell “Chiggarroogarem”. (Sp ck me)

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Red Tape. We’re retired school teachers and understand how difficult it is to get something repaired.

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As mentioned previously, the much needed improvement in the laboratory facilities for chemistry and biology seems to be something that should be addressed.

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The design of the facility should make education coordination meetings convenient including remote learning

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Facilities is more efficient privatized. Our energy and utilities should be privatized as well. Letting industry experts lead the charge in sustainability and production is important. Staff at our plant has been with university too long and a change needs to be made. Our facilities have never look better and whatever we are doing needs to keep on happening. Being local and skiing campus weekly I have seen a big change in the last ten years in the grounds and overall throughout campus.

---

The report made some excellent suggestions. Use them. At one time A&M was a beautiful campus, now it's a hodge-podge of buildings with clearly no long term plans. Maintain a full time paid staff and quit hiring people who are not vested in the work. People used to be proud to work in custodial, landscaping and other areas.

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I agree with all recommendations in this section but am not sure why athletics gets a pass.

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Do we really need a performing arts center? Does not current activities within MSC do the job?

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Yes--we need improved teaching and laboratory/research facilities. And I worry about the ability to stay ahead of the maintenance curve with the rate that new bricks and mortar are put in place.

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PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. My husband and I are Aggies ('91 and '92) and have FIVE A&M Students ( '18, '19, '21, '23, '23) and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of Alvard and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

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N/a

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Centralization of this function is common in business today; most efficient. Likely need some dotted line responsibility into colleges with college-specific demands unique to that college retained in that college

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With as much money as Texas A&M is taking in, the facilities are in surprisingly poor condition. Many are dirty and trashy in general.

---

You are spot on with the facilities situation. I am a contractor and working at TAMU is many times a nightmare because of overlapping responsibilities. My company has operations in Tennessee, Dallas FW, Houston, and Austin but runs well with centralized management, good communication, and well trained leaders. Pooling the facilities under one roof stops the incredible wastefulness and poor maintenance.

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Stop destroying historic campus buildings. Stop growing faster than the infrastructure can grow.

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Some of the dorms really need to be updated.

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Centralizing is a good idea unless it develops into a top-down approach that does not allow for productive input from end-users. A&M facilities continue to impress former students. However, transparency and provision for open feedback as to the reason for new facilities seems to be lacking.

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None

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No specific comments.

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Finding #'s 1,2 & 3 - All appear to be reasonable with good recommendations.

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The recommendations seem reasonable and appropriate.

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The Board of Regents and administration is in a better position than I am to make this decision but they should consider whether existing facilities can be used for performing arts. If they can, we don't need a new building just for that purpose.

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Na

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#2 strongly support... imperative we move to active learning model if we want a strong successful student outcome

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No comments

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None

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Stop spending so much on athletic facilities and raising student tuition to cover costs.

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No comment.

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Greater coordination with technology throughout system could be highly beneficial.

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TAMU should reevaluate its outsourcing strategies. The weakness section of the SWOT analysis for Facilities reads just like the 1980s Coopers & Librand consulting report on Physical Plant. It is financially impossible for a vendor with its shareholder/investor profit requirements and corporate taxes to outperform a subsidized internal services organization at a large school. I am a former Facilities employee of 23 years, and a former student (BED "77" and MBA "97"). My Facilities Career of 42 years included being senior department head at two other state universities (WIU-Illinois and USU-Utah). The primary advantage to outsourcing is being able to deflect university community criticism away from a direct responsibility and onto a uncaring contractor. However, the financial price that the institution pays for this deflection is very high, not to mention its loss of independence. I suspect that the perception of the quality of services when comparing the former Physical Plant and Chartwells has not been that great. What an internal Facilities organization requires that it rarely receives is an in depth understanding and agreement of key resource allocations by the President's office, and subsequently that office's staunch support when Deans, Department Heads, Chairs, and others challenge or attempt to manipulate those allocations. For historical reference, TAMU had just separated FPC and Physical Plant when I started at Physical Plant as a drafter in 1978. The combination was apparently short-lived and a disaster according to the rumor mill of that day. I managed both combined functions at USU, and feel that this is the best way to align design of new construction and renovations with operations and maintenance. However, it will be a challenge for TAMU due to its enormous size and multiple locations all over the large State of Texas (and world). Physical Plant during my TAMU tenure had a very singular focus in College Station and the old Riverside campus, while FPC had a statewide focus. I am certain that this is why FPC was moved into the system in 1978. While I agree with the report that these departments should be combined, choosing the right leader with experience in change-management as well as general management experience with both organizational functions is paramount. Emphasizing a system-wide approach in operations and maintenance is also a good approach. Each summer I would take a different facilities maintenance team around to the statewide USU facilities to visit and consult on operational issues at those venues. I also employed a statewide operations liaison who traveled regularly to each venue. Our offer of operations and maintenance resources and help were met with suspicion initially, but eventually very well received across the state of

## UTAH

This could clean up a mess! I endorse facilities supporting student-centered learning rather than teacher-centered models.

Efforts to eliminate duplicity by combining departments to improve efficiency and reduce costs is a very worthy goal. As college costs continue to rise every effort should be made to hold down the expense of operating the university.

none

Concur with recommendations.

Consolidation has to ensure immediate response to faculty/students problems. A lab cannot be idle because a maintenance is on a job in another part of the campus.

Facilities need to be utilized efficiently and maintained.

Architecture, Landscape Architecture, Visualization, and Building Construction need to be in close proximity and be enlarged.

Seem like reasonable recommendations.

I support the concept but believe there will be substantial inertial resistance. This change will require strong leadership and cross-functional executions teams with both high level goals and detailed planning metrics to measure progress and achievement of outcomes.

Uninformed, so no comment.

We've built a athletic stadiums and facilities, hotels, and on-campus apartments since my time as a student. Central campus buildings with window A/C units still remain un-renovated.

As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments. Not only would it be horribly inefficient for all of these departments to duplicate their courses, but silo others within funding efforts.

Emphasize the need for continual maintenance of all facilities

Agree

Ever expanding facilities to accommodate unlimited growth in the university population is compounding the difficulty of both academic and administrative activity on the campus. At some point it must be recognized that highly successful research and teaching are not advanced by the instability of unlimited growth and the need to find new ways to accommodate the increasing numbers of students, classes, and programs in one physical location.

None

Not important compared to the other issues at hand.

Centralizing the facilities/operation and security seems like a good idea to make sure everything is covered.

Please tear down the old dorms built before 1980. They could put multistory dorms with central air and modern bathrooms in their place. There needs to be more on campus dorm rooms. Please tear down Fermier and build a modern building in its place. Zachary needs a real dining cafe instead of food trucks...what an oversight.

No comments

I still remember the old elevators in Blocker building when Philosophy was there! Yikes. Anything we can do to keep the old buildings while adapting to future needs is great.

Continued investments into facilities and the future are certainly a desired outcome, but at what cost as it is becoming more competitive for public monies. Our premier status must be a starting and continuing point about future prospects and needs.

No comments

Recommendation 2 is understandable and would allow for students in COSC to remain working on campus if given the opportunity.

Facilities were not great during my tenure, but are being made a focus recently. This is a welcomed change.

One issue not mentioned: Campus employees proudly state they don't follow OSHA rules and don't have to do so which they should. Contractors generally do follow OSHA this mismatch of requirements creates large gaps in safety for work on campus.

A&M has gone building crazy. In a time when buildings become less important to education A&M keeps building. The PUF needs to re-examined.

I agree with the recommendations.

Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

Texas A&M is putting too much money in expansion and tearing down historical structures.

The restructuring appears to make a lot of sense to remain focused on a singular goal and improve communication, while also cutting cost.

The comment on page 49 that "there is an uncertain and inconsistent approval process" is absolutely correct, and I have first-hand personal knowledge that I have documented concerning suspicions and evidence of potential corruption and kickbacks.

The business building has low ceilings and the tour was not well done. We were not able to see the room with the ticker. It looks like all the money is going to engineering. Had a son who wanted to be CS and premed and they acted as if he was crazy. Every research physician I know says they desperately need more CS majors in medicine.

No comments here - other than to ask that we try to come up with some type of complementary "theme" for the architecture of our buildings on campus. It seems like such a patchwork...maybe there is a way to leverage some of the beautiful old architecture.

Centralized organization with economy of effort and common practices should be supported.

The library if not remodeled throughout which I doubt needs every shelving aisle wide enough for a wheelchair to freely fit between them and access the books.

Parking still needs improvement admit did when I was a student in 93-97.

N/A

I agree with the recommendations in the report

Is there even a need for "sustainability"?

XXX

All facilities should be state-of-the art as much as possible. The person allocating funds for replacing or upgrading facilities really needs to have the best possible view of the future. Facilities need to be ready when the need arises - not just starting to upgrade or replace a facility or facilities after the need has already arrived. Also, the type of state-of-the-art facilities will go a long way toward determining the type of student seeking to enroll at A&M.

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Recommendations sound logical.

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Agree with assessment, too many old facilities that needed renovations.

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The report does not provide a cost/benefit analysis of the effect of these changes. In some cases, the offices may need to be moved physically to be in one location. It can be a very expensive proposition with no clear returns provided. Texas A&M University has withered the challenges of the last two years very well. I am not sure why such drastic steps are being asked. What will be the benefit?

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Agree.

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None!

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The general emphasis on efficiency and eliminating duplicative efforts is good, particularly if some of the resources saved by the efficiency could be used to reduce tuition and other costs of attendance.

---

The facilities at Texas A&M are well done with exception of some of the early classroom buildings that look like post Stalinist era structures. These need to be replaced when funds are available.

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These recommendations will allow facilities to lead in improving the use of green technologies. There are schools that get all their energy needs from green sources.

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I agree with recommendations.

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Greater emphasis on State of the Art testing facilities supporting the COE and COCS.

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The dance department at TAMU truly impacted my experience at TAMU. Creating a performing arts center would greatly bolster an already growing program within the school.

---

Under the proposed facilities management mantra, where do our incredible athletic facilities fit in? Who has the say so about our university's front porch Kyle Field? Blue Bell Park? And all the others? The MGT Report was not clear about this.

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I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

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I agree with the recommendation to provide a performing arts program and facilities.

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Langford needs to be updated if you want to attract the top high school talent within the state of Texas and United States, but just as important to attract higher qualified facility.

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Recommendation #2: Create a new division of Facilities Planning and Construction (FPC) that allows for an expanded, strategic planning and construction unit. Again, more government to replace private sector expertise. Utilizing the private sector for construction management assures that current management tools and processes are utilized. I disagree that an internal Construction division would provide the opportunities for career advancement that the top construction science students seek upon graduation. Why would an individual join an organization whose core business is not construction - that department would never get the brightest and strongest employees when they are competing against the national construction firms.

---

We absolutely need a performing arts center. The dance program can't grow in the space available and the school would benefit from performances from students and outside companies,

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I remember the campus always being taken care of well. Bathrooms usually clean and in order as well as the public spaces

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See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes based on this report.

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Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

the new dorm refurbishing on the quad was expensive and has poor lasting value. If this is indicative of the work done on the rest of the University then I am disappointed.

I like the ideal of the public-private partnership for transportation services

Agree with comments. Needs to be centralized. But can it be done and maintain efficiency and minimize obstacles?

Awesome

Would love museums and a facility for performing arts that students and organizations could rent out without breaking the bank of small student organization budgets.

Our facilities are outstanding. As a Land Grant university with a long history of academic excellence in agriculture, it would be a bonus for our landscaping and trees to reflect this expertise. Improving, but not quite there.

Recommendations seem worthy of consideration.

No comments on the report.

No comment

I believe the recommendations given by the report could improve efficiency and cost effectiveness.

At a world-class university, all facilities should be world-class. And cameras for campus security are a must.

None

Everything about Facilities and Facilities Services is in need of improvement. The lack of coordination is legendary. The outsourcing of many of those services is not the cause of the issues, but it exacerbated the issues.

Beautiful

No comment.

TAMU infrastructure is old. In some cases, it provides character and quirkiness, in other cases it is in dire need of repair. It seems obvious in several parts of campus that infrastructure maintenance has been severely lacking and it is not a good look for the University. Investing in this kind of facility maintenance is an asset and pays for itself in the long run.

No comment

The biology and chemistry buildings are in need of vast improvements. It was disheartening as a student to see these academic buildings be short on supplies/in need of repair, but at the same time a new football field, softball field, and track could be built. I get that student athletes bring in a lot of money, but the overall importance of Texas A&M University should be academic standards that are upheld. Also, another way to decrease the standards of students is to continue with the current path and allowing every year the "largest acceptance graduating class" to get in. There needs to be a large decrease in the acceptance rate so the integrity and notability of being a student at Texas A&M is upheld.

Don't take good jobs and pensions from the citizens of College Station.

Just work to keep up.

A more Holistic health approach is also wonderful, as I remember sorely needing counseling when the building it was housed in was demolished for big, upscale hotel rooms for Former Students who paid big bucks. It made such services unrealistic to reach on West Campus.

Focus on additional state of the art classrooms.

The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED

the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

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Recommendations #1, 2, and 3. Agree. These are great ideas. Implement immediately.

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Decentralization. Obviously, the employing of Ms M Katherine Banks was a bad choice. Any student of history understand decentralization creates innovation and efficiency. This study has truly proven an indication the direction which our Regents and upper Academia are headed. You want our money? The last capital campaign is an indication of who supports A&M. We do not support liberal causes and centralization into a liberal focus.

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I appreciated the observations put forward related to Facilities Planning & Construction. Alignment of process, decision making and ownership of project responsibility on the University's side has historically been a matter of concern for many of us in the design industry.

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I lived in Hart Hall when I was a student. It was a dump then. It's probably still a dump. DON'T CHANGE HART HALL! :) It was great!!!!!!

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Facilities management must be centralized from an efficiency standpoint. It also does not make sense to provide centralized utilities (electricity, water, chilling/heating) but not have the facilities they serve be managed centrally.

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There are "winners" and "losers" when it comes to facilities. This is due in part to the strategic vision of A&M on where it plans to focus, on benefactors who give to the University in support of certain colleges, and to meeting real or perceived needs. Some colleges will fare much better than others with investments in buildings, equipment, and infrastructure. Others will languish in the shadows providing value, where they can, to their respective students and college. There is no "silver bullet" here to solve this problem.

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Though this appears to be just a reorganization for efficiency, I would scrutinize carefully which units may still need be de-centralized for specific reasons that may not be readily apparent.

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No comments, other than that it makes perfect sense to get this more centralized.

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Good!

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Synchronize facilities with what expected future needs will be; limit growth in College station so as to maintain quality over quantity of population.

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These recommendations seem like they will allow for proper and easier resource allocation for facility issues which is great.

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I agree with the reports findings.

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My college roommate wrote "her name was here" in her dorm room way back in the 80s and it was still there when her daughter took the room over 20 years later! Cleaning and remodeling in the dorms over a 20 year period?

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The facilities are difficult to keep up do to the rapid growth and expansion of the University. I do agree that more needs to be done to provide for the community and city as far as things to do for families. This is part of the Facilities as well as other areas. More facilities for entertainment types in addition to Sports would be wise.

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MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

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Having done undergrad elsewhere, I think TAMU has an unremarkable campus. There are some great buildings, and everything is cared for, it just does not do it for me though.

Please repair the sign at the entrance to Research park off of Hwy 60. Similarly please repair the sign on the Veterinary medicine building on the same road. These who issues have been neglected for months, and it's embarrassing because these two problems are seen along a major access road into Aggieland

Always a challenge. Same as when I attended Aggieland it is for my son who just graduated and my daughter who is there now. Maintenance, maintenance, maintenance. I would also like to see the spaces on the campus preserved and stop building on the main campus unless you demo a building.

The facilities I visit always seem to be in good working order. The expansion of our university has been fun to watch and we are doing a good job.

Agree

1) The reference to the successful outsourcing initiatives for dining and student residences are uninformed. I interact with students very frequently. They do not like the food, period. They also feel that the dormitories are managed in a VERY impersonal way and they do not feel like they matter. Parents echo the impersonal approach to dormitory management. You have problems to solve with dining and dormitories. And please do not reduce opportunities for students to use a Work Study program to work in these jobs. That is not beneficial to anyone. 2) If you put Student Housing in the Facilities function, implement a bold vision to provide the best student housing services at a Texas public university. That will draw students in. Make it more personal. It is far to administrative currently and is a large turn off for students and parents. The current service is cold, impersonal, punitive, and institutional. Make it personal. 3) Note that one of the services that should be improved is the food that is provided in the dining halls. You have over optimized this and the food isn't as good as it should be. This is key to student and parent satisfaction.

Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

Very disappointed in the allocation of funds towards destroying a beautiful campus.

I don't understand the issue enough to have an opinion here.

Our college of architecture should help with guidance on a common campus building design and appearance. Permanent tents should not be allowed even if the are for the football team.

N/A

A&M Leaders have virtually no effective plan to significantly lower carbon emissions from A&M operations. Some small steps have been taken by A&M Transportation. Sustainability can lower costs over the medium to long-term. Sustainability should be included in all A&M planning and budget activities. Has the Office of Sustainability ever been given approval authority over all A&M budgets... to ensure everyone has dedicated at least 1% of their budget to reduce carbon emissions?

Agree with the recommendations from the report

Like

Like the proposed changes to eliminate siloed operational functions and create open channels of communications to enhance facilities in a coordinated effort.

TAMU needs facilities to keep up with the goal of increasing attendance.

None

I think I agree with all of these

133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

Might be a good idea to start using some of the 5% PUF annual draw to build and/or update dormitories on campus. Schuhmacher / Walton Halls in particular look now almost exactly the same as when I lived there '86-90 - they were old and outdated back then BTW.

Sure, a museum and park would be cool. Except there's already two museums on campus (three if you count the msc hall of honor) and plenty of green space.

The lack of generalized oversight and consistency regarding facilities cannot be more apparent than the current state of the Architecture building. As a former student and parent of twin high school seniors who have already been admitted to and went to visit Texas A&M Visualization department, I cannot tell you the disappointment felt by all of us when seeing the tired, old and dingy Architecture buildings and especially the space where the Visualization program was housed as pointed out during our afternoon College of Architecture tour. The updated feel of the MSC and of Hullabaloo residence hall, along with many other newer or updated buildings stood in stark contrast to the same Architecture building I remember from the late 80s and early 90s. This grave oversight in passing over the space where such a super new and high-tech degree program is housed is an insult to the professors and faculty expected to recruit students to compete with other similar programs. For example, my girls visited UT at Dallas ATEC department (Arts, Technologies and Emerging Communications) and commented afterwards that they had a better gut feeling at the UT Dallas campus building that housed the ATEC program than the feel of the Visualization program at A&M! There must be a better, more centralized way to identify areas of dire need of upgrade, starting with programs that revolve around technology.

Facilities should always be the best in the nation

Agree with all recommendations

No clue who or which company we would outsource to, but as long as there is a no fault clause to allow us to escape I think that's a good plan.

Training on communication practices can alleviate a lot of the issues presented or streamlining a chain of command.

Targeting efficiency is a good focus, and centralization may play a key role as described. I would be wary to heed the advice of established personnel in terms of what is already being done to increase efficiency and what more could be done under a proposed centralized structure, where they have a significant hand in the design of any changes to their roles and responsibilities. It may be beneficial to outline how improved data collection will be shared and utilized toward administrative decisions rather than only increase efforts to record data.

The primary goal should always be in maintaining the buildings and infrastructure to peak conditions. Future plans should be based upon managed growth.

Please renovate Langford. The fact that the college of architecture is in such an old building does no favors on getting people to attend. There's not enough electrical outlets. And Zachary was made right next to it.

no comment

During nighttime football games at Kyle Field, the north and south end zones are very dark on television thus making the stadium look empty. I understand the zones are probably lit enough for users in those zones however it comes off as dark or empty. This is important for many reasons but mainly the perception on national tv looks underwhelming. We have a beautiful stadium why not illuminate it to maximize our brand.

None

Facilities are very impressive, even overly impressive.

Based on general observations it appears that facilities are superb. Traffic will continue to be a problem to solve.

Centralizing the Facilities management makes a lot of \$ sense. Where it can break down is the lost time of needing to go to the lead agency for approvals for small tasks. Protocols and procedures need to be clearly laid out and not so overly complex that it delays work and costs even more than when programs were decentralized. The key to success during transition in the agency I work in has been hiring high performing open minded staff to lead database development for tracking design and completion of all maintenance and construction efforts. Following that, training of all staff involved on LEAN protocols and repeatedly revisiting to improve database methods, LEAN protocols, and staffing involved. I support this effort as long as there is a plan in PLACE and proven experienced staff that can carry the mission out or to guide those already employed during the transition.

Just because we have the land is no reason to make a campus so large that students cannot have back-to-back classes.

One of the reasons that TAMU continues to be a university for the privileged is that they require fees for facilities that poor students can neither afford nor use as they must work to try to afford to attend A&M.

I strongly agree with this finding: "New construction and renovation projects often lack clear owner advocacy and oversight that align with TAMU/TAMUS Standards. This lack of centralized control leads to high levels of process deviation that is associated with standard project development, including scope of work, schematic design, design development, and construction. This lack of clarity and a central point of contact can cause confusion in project funding and create an inconsistent delivery of final project documents to external Architectural and MEP partners, among others." I serve as a Class Agent and one of our responsibilities was to find a suitable class gift. It was suggested to us by our Association contact that we identify an upcoming project as this is a frequent gift given by many classes - however, we were never able to obtain a centralized listing of projects or even contact information to obtain updates on status and funding so we were not able to explore this option any further. Having this centralized would assist other classes select a project for their gift and subsequent funding.

The university buildings are aging and do need attention. Focus on classrooms and student union areas vs. sporting facilities. Modernization of classrooms and meeting areas with moveable walls, digital access, configurable furniture for group projects vs. lectures, etc. would be great.

Doesn't our school provide extension services and have research/education on landscaping? Can we not landscape the main campus to a degree that makes it appear we have a clue on this? Specifically, grass. Good grief, it is an embarrassment.

The report noted the need to maintain existing infrastructure as a weakness, and I assume the proposed restructuring will help integrate this into plans for all new buildings. This type of restructuring across TAMU is needed.

I like the addition of the lake that is being made; however, it is hard for students to live on campus b/c there are too many students for the capacity. Some classes are offered online only--all classes should be in person b/c that is why students choose to go to college at TAMU--in person classes---not virtual options.

I am not familiar with facilities.

Sound very disjointed as is, agree to centralize this area for all facilities.

As always, all facilities should be on regimented programs for upkeep & improvement.

Again some colleges have specific needs as to access to facilities, however a coordinated and clear accountability in this area would be key.

Agree with recommendations

None

N/A

Agree with all recommendations

We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

Perhaps is time to put a cap on enrollment and slow down facility expansion along with slower growth of facility expenses.

It makes no sense to move Housing here. Housing is a student affair, not a logistics of building management. I disagree with moving Housing to Facilities, and believe it should remain with Student Affairs, or previous organization. I also believe TAMU should retain the position of sustainability.

Infrastructure without a rigorously managed preventive and replacement maintenance program is a disaster in slow-motion. Look no further than our nation's railroads, bridges, and highways as a prime example. Look at our nation's nuclear submarine fleet for an outstanding example of best practices for maintenance!

Probably an area the would benefit greatly from centralization. Just be sure flexibility is build in to meet the unique needs of each college.

Amazing. 0 complaints. Problem is students aren't interacting with these facilities enough - that's where you student counselors need to step up. You need a counselor who only reminds students of facilities available and sign ups. Hand holding students to the facility doors if necessary. These facilities teach the future skills needed for career placement. 2 birds 1 stone. Jobs are everything now and you have tough competition from free online learning.

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Safety is always a priority for anyone on campus.

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Stop promoting/prioritizing the job

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Performing and Visual Arts - a great idea - and STEAM - a great idea to get with this trend.

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All three recommendations appear to promise improvements where they are much needed.

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In general I support centralization of Facilities & Operations, as well as Facilities Planning and Construction. This should, eventually, result in more efficient use of resources, and also provide University management with a far more inclusive view of where and how facilities funding is being used. I'm uncertain about the creation of a separate Faculty Information Systems group, separate and distinct from University Information Systems. In my experience working at several different universities, this has been a recipe for disaster, with the separate teams warring for the same precious dollars. Make no mistake, we definitely need a CMMS, but I'd prefer to see it be a department within the university's overall Information Systems team.

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no comment

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Completely agree with centralization and restructuring the facilities organization. I am a retired facilities executive from a fortune 50 company and we began this same journey in the early 2000's in order to optimize and rationalize real property assets, and improve efficiencies.

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Agree

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Major facilities should become a campus function and not a System Function. The System administration does not always have the campus interest at heart

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Increasingly, it looks like A & M is looking like a country club, and the price of room and board is rising with it. I lived in an un air conditioned Puryear Hall. We had to cool our rooms with a window fan. My room was on the ground floor facing the YMCA BLDG. When we would dress in the morning, women walking on the sidewalk could see into our rooms. There was no privacy. We had shared showers on each stoop. If we were on the first floor, anyone outside could see us enter the shower. it was built for an all male campus. Privacy wasn't important then. Some of the other dorms had gang showers. It was a lot cheaper to build one shower room to serve a whole floor of students. Women want more privacy. That increased the cost of on campus housing. I knew a man, born in 1912 who attended A & M and graduated in the 1930s. He was desperately poor, but he found a way to graduate, debt free I might add. I have read of other old Ags who pinched pennies and pared their expenses to the bone. I did some of it. I lived off campus my last two years and saved money by renting a house with three other guys. It was un air conditioned and had very little heat. We pooled our money and distributed the cooking and cleaning chores among us. All of us graduated debt free. I don't think that kind of housing is available in BCS anymore. Everyone insists on a country club environment. Now, if some people live in a country club, it seems we are supposed to think everyone is entitled to a country club. I think it ruins a person's character when he insists on what other people have. It is envy. Socialism feeds off of envy. When I was there, it didn't bother me that some people lived in Kruger Dunn while I lived in Puryear or off campus. I wasn't born into great wealth, so there was no use pretending I came from a privilege class. I'll seldom meet a better man than the old Aggie I knew who was born in 1912 and made it through A & M although he lost both his father and mother before the age of 16. I also might add that even though I paid a student activities fee, once I moved off campus I stopped taking advantage of the opportunities that were afforded me by the student activities fee. On the other hand, if everyone had taken advantage of those opportunities, there would have been excess demand. To this day, I don't know if there was surplus of student activities or if demand exceeded supply. The point is, though, I paid into a fund but didn't get the full benefit of it by living off campus.

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They are "fancier" than necessary. I think recent and current students and staff are soft and spoiled.

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Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do

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everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

The newer buildings make campus look like an ugly office park. Wish there were more "classic" buildings, more ivy-league-ish. That would probably be the #1 thing to do compared to the rest of the recommendations in the report. "Yes, finally, M.K. Banks turned campus into a beautiful looking college".

Facilitys are excellent

Agree with findings and the opportunity to create cost effective synergies.

I suggest the lecture rooms be at a temperature better suited to learning and attention. When I gave lectures in 3 different rooms the temperature was over 75F in each. I have always been taught from my days at A&M to now that it is best to have rooms around 70F to help the audience alert.

The students should have the best facilities provided for their education.

MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

I see the logic but the combination will make the management even more inefficient

Simply point to restructure as the solution is risky. It can facilitate change, but is not the desired change, in and of itself. Biggest thing is that there is a marked building between the facilities that are modern and well kept and those that are not. That should be addressed somehow.

Stay practical to students' future

Regarding Recommendation #3, I've been through that transition as a full-time staffer at another institution. It's really nice to have a website/portal to submit everything in. Definitely recommend.

May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. Regards, [REDACTED] Class of 2014

No comments.

Facilities are kept in good condition and are nice.

Always were the best and still seem to be constantly upgraded and top notch.

I think this area has needed change for a while. I think the redundancies is what kept the group from being productive. I think the streamlining will make everyone's life easier.

## Facilities - Other

Please provide your comments related to Facilities:

Certain aspect of Library assets require immediate response times, at present they are covered in house by library facility management. Response times in other buildings facilities have been slow and might result in damage to collections/inventory housed in Library facilities if response team is slow or has no knowledge of correct

intervention/protection of housed materials.

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N/A

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Regarding recommendation 1, it is not certain that consolidation will result in efficiencies. That is, the expected particular efficiencies are not described or defined. Are these efficiencies in service, cost, time, etc.? And efficient from who's perspective? Are these efficiencies for the institution, the colleges, the departments, the faculty and staff, or something else? Regarding rec 2 and 3, how will these new divisions be financed?

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NA

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The lack of health care provisions for a pandemic made at TAMU and in the BCS area as a whole has been shocking and frightening. There has been a tremendous amount of illness on campus this year and students struggle to find health care and are very concerned about the effects of missing class if they are diagnosed with COVID. There is a rumor that professors have been told to not record their classes for students who need to quarantine. It has felt like a hopeless situation for many. As a parent reading TAMU parent postings on Facebook of students who have been in car accidents and are unable to get into urgent care, I am very concerned about my student's lack of access to health care when he needs it - given the overwhelming demand and the lack of resources to handle it in your area.

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This is always a serious consideration for a physical plant as large as TAMU. The recommendations are powerful in moving us forward. I hope they can be enacted.

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Facilities should have a central presence with strong guidance to any remote facility in planning, monitoring, and maintenance.

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none

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Please consider separating building 0468 into 4 buildings. From a maintenance perspective it is confusing that Cushing Library, Evans Library, the Annex, and the Student Computing Center are all numbered as 1 building. If you need money to support the exterior restoration project for the Academic building 0462, consider make it a public campaign to save a historical building on campus, I'm sure donors would step forward.

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As the interim dean of the University Libraries, I want to provide the following feedback and information about the Libraries Facilities: The Libraries has centralized and embedded the Libraries Facilities unit and staff within all aspects of our operations, project management, and organization. We have found this model to be highly effective and efficient and we are consistently praised for our compliance by campus Facilities. Removing them will affect the efficiency and effectiveness of how we provide our services, programs, and initiative to students, faculty, and staff. The University Libraries has a team of five who oversee the building and operational needs of 9 different library locations, 7 of which are buildings that are under the Libraries space inventory. The buildings that the University Libraries' Facilities team oversees have specialized standards due to the collections housed within them. Special collections and archives require preservation level standards to ensure that the collections will not deteriorate. Facilities works with the Evans Preservation Unit to monitor and respond to any shift in the environment. This includes Cushing Memorial Library and the Medical Sciences Library. Both buildings have different types of HVAC systems (glycol and Liebert respectively) that require a team of facilities experts to understand and respond to the issues. The University Libraries' Facilities team has learned over the course of several years the intricacies and needs of these buildings, the needs of the collection environments, and how to work with the librarians and staff who manage the collections. University Libraries' Facilities unit is embedded into the organization of the Libraries. They manage building safety and security. The five team members are part of our Work Environment and Safety Committee. The Head of Facilities is our primary contact with UPD and manages the after hours building security and reporting issues to UPD. He maintains and ensures that our security cameras are operational, that video is being recorded and saved, the videos are accessible, and that we are following the SAP on video surveillance. He works directly with UPD to ensure that they have video needed for incidents in any of the Libraries buildings. Shipping and receiving is within the University Libraries Facilities unit. This function manages thousands of dollars of collections, supplies, and equipment that comes through every day. With managing 7 buildings, it is easy to say that there is a renovation or significant maintenance project in at least one of the buildings at any given time. Our facilities team manages the onsite work and project management of these projects in addition to providing preventive maintenance and review of the mechanical operations. Due to the project nature of facilities work, the head of Libraries' Facilities is an integral part of the Libraries project management team. This team oversees the Libraries project management portfolio which includes the development of innovations, creation of committees,



standing up new programs, renovation projects, and new user models. The head of Libraries' Facilities was included because we recognized how much facilities are involved in every project, service, and program that we provide in the Libraries. Facilities are at the heart of everything that we do. Decentralizing Facilities will make it difficult for us to respond to the needs of our users. Every library is busy. Since returning to normal operations, we have found that students are returning to the Libraries in full force (approximately 800,000 students have visited one of our libraries in the first 2 months of the fall semester). With the high use of the buildings, comes high maintenance needs and quick response times. With onsite facilities personnel who understand and report through the libraries, a help desk ticket is responded to in minutes. Tickets submitted from our Libraries facility units to campus Facilities can take days. That slow SSC response time is often at the detriment of our users.

Most are first class....can compete with any university. I have no strong opinion.

A fine arts center is extremely important. OPAS is vital to the community, but the Rudder Center is almost constantly in demand. It is frequently hard to schedule traveling programs (Broadway, concerts, etc.) because of the highly used facilities currently available.

As a retired TAMU: tenured faculty member; masters program coordinator; endowed professor; research center associate director, University Grievance Committee chair, faculty senator & College of Architecture faculty senate caucus leader, I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

No comment.

Having been the Landscape Architect for the University of Houston System office for Facilities Management for almost a decade and observer of the TAMU Facilities Management for three decades, I strongly disagree with the restructuring of Facilities and Operations under a centralized management structure. Based on the impact by decades of professionals from the TAMU College of Architecture program locally, nationally and internationally, the physical facilities within this College are not adequate and need to be addressed, and are not better served by consolidating with other major colleges.

- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose “blue collar”, “1st generation” and “make it happen” students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC's influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC's influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

Restructuring is a good idea.

I have little to say here, except that there is an obvious and passing need for more funding to keep up with the deferred maintenance of the existing buildings on campus.

More on campus housing

N/A

You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered

online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

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Working in facilities for 13 years on campus I found a huge disconnect between campus and real world. Facilities went 3rd party outside contractor but it really didn't do much other than push the ball in someone else's court. Our chancellor, King Sharp, had a great opportunity to outsource everything correctly but he screwed it up just like he screws up everything else he touches. It limps along but it could have been much better.

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Arts Center needed, but odd that C of LAs will be shallowed up and downplayed

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Adding more buildings increases cost? Why can't not teaching/research activities be eliminated. Just because we have it now does not mean we should keep it.

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TAMU and TAMUS member agencies in the area have been working steadily to upgrade facilities this needs to stay on pace but we also need to remain focused. At the end of the day the educational facilities need to be the priority to be on a higher academic level not athletics.

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Agree with the creation of a division of Facility Information Systems in order to provide more organization in the areas of record keeping and data management.

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it is more about programs than bricks and mortar

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They are more than sufficient.

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The outsourcing of facilities has resulted in a system that does not work. The priority of the outsourced entity is to make money by doing as little work as possible and charge as much for it as possible. As an example, work orders reporting leaks result in someone showing up who is incapable of repairing a leak (but is apparently capable of charging for the lack of expertise). When someone does show who can fix a leak, they have forgotten to bring the tools necessary to do the job. I realize that the idea was to make things more efficient and cost-effective for the university, but that has failed. Work takes longer to get done, the quality of work being done is less, and the employees have had their pensions and worklife adversely affected.

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There are not enough classrooms. The school needs to provide more basic classroom spaces instead of fewer fancy ones.

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Excellent

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## Q40 - Please provide your comments related to Finance and Business Administration:

### Finance and Business Administration - Faculty

Please provide your comments related to Finance and Business Administration:

Centralization would slow down processes for individual entities on campus, delaying response times and resulting in less individualized service.

I continue to be incredulous regarding the large number of "worst practices" as opposed to "best practices" in these units at A&M

None

The college of architecture's business office, IT, and marketing are the most efficient and effective staff on campus. If the centralization of these offices results in services akin to SRS or IRB, we will have failed. In fact, IRB has had to be called by NSF to say they are not functioning correctly. SRS has had to give back grant money that the funder did not want back because of their slow bureaucracy. My research has been a victim of this when SRS and contracting could not function quickly enough. We have lost grants and contracts due to the bureaucracy of these parts of the university. Currently, the college business office can help me with a financial issue within a day, IT fix something within an hour, and marketing get materials out the door within a day. I do not see how the centralization of these services will compare to the amazing quality of service we have now.

Not sure centralizing will work as many units operate so differently

No Comment

The A&M Foundation should be held accountable to the university.

As with advisors, the centralization of this group of staff will not be helpful to the departments. The current staff know our subject areas and how to help us be as efficient as possible. It seems pointless to throw away such expertise without a clear stated and achievable compensation.

Centralizing these functions would be detrimental to community building, but may streamline processes.

In connection with my role as senior associate dean of Texas A&M University School of Law, I, along with the dean of the law school, prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

University Payroll, under the direction of Human Resources, sounds good, but how does this move impact current Human Resource employees (or those that function in this capacity)? Do they want Payroll?

Good CFO is in charge of Finance and not facilities!

Where are the University Libraries in this section of the report? The Libraries have to manage and administer a large budget, workforce, equipment, and infrastructure to carry out its mission to the wider University.

This made sense to me, overall.

If you create too huge a bureaucracy, efficiency starts to be replaced by inefficiency, chaos, and very bad customer service.

No comments

Further centralizing of business process would be a nightmare. It already is. In my role as an administrator, I spend a great deal of time cleaning up accounting that has been done poorly by staff who are not connected to our office and who are unfamiliar with the business processes that need to be carried out. I should by now have an honorary accounting degree. Centralizing in the case has not increased efficiency. It has increased more work for me and increased the number of errors I find in our accounting.

These are good recommendations

None.

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no comments.

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None

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This a practically been implemented!

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Departments and Colleges have links to donors and their families (when the donors are dead) and a nuanced understanding of donor intent. It will be important to continue to honor donor wishes and intent if endowment administration is centralized under one University-wide umbrella. This could have the unintended consequence of weakening ties between donors and the University.

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At this point, I have been working on this form for over 3 hours, and I'm tired, too tired to point out all that I'm thinking. I will summarize what I've said about other portions of this report: centralizing aspects of the university functions that deal with our everyday lives and essential processes is NOT a benefit. When my local bank was bought out by a national bank, I switched banks because some loan officer in Chicago does not understand the context of my financial life in Bryan, Texas. The same is true of the financial officer at the top of the university who has no clue why I, a faculty member in my department, am asking certain questions or having certain doubts about what is required of me. Distance does not improve communication or effectiveness.

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None

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The university functions as well as it does because each department has its own internal staff who work on finance issues. If these duties are fully centralized, it will considerably hinder communication and the progress of research and teaching missions. Individual relationships are what keep the university functioning as well as it does. If you rupture those by pulling staff out of departments there will be massive departure of staff, and dramatic decrease in functioning at all levels.

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none

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A thorough operations research review similar to what Accenture would do to first document all the business processes that the university supports is necessary. Second, it is important to them identify the resources (e.g., computer software) and personnel who meet those needs and also to document if those are efficient and effective. If all stakeholder groups also document how these services are received by them (e.g., how do I complete a purchase order through the business office) and definitely how effective this is, then the University can move in the direction of consolidation with a goal towards improving effectiveness along with efficiency. Prioritizing cost-cutting without this type of review can result in more challenges than solutions. Things are already quite complicated and faculty feel bogged down by the bureaucracy, I cannot imagine how that will get better unless a careful review is conducted.

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Simplify the processes, structure and bring some software. Have well trained professional staff and modern system.

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Centralization is not always a good thing. Having common systems across a decentralized structure is always a plus. A poorly functioning centralized system fails the whole University, not just a small section. For business systems, the gap between the faculty and the business associates increases the chances of miscommunication and reduces efficiencies. Same for IT and other essential services. What works for one College doesn't necessarily work for others, there is no "one size fits all" system. This is just flawed thinking that centralization is always better.

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A comment on recommendation 5 that seems in error to me: saying that Vet Med grants should be handled via Agilife when those of us in Agrilife typically use SRS for federal or other high indirect rate (overhead) costs, with low overhead contracts etc going through the University or College. I expect that is already the case with Veterinary also.

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The theme with this report is "centralize". While it sounds efficient on paper I've seen first hand that it's cumbersome for the users (faculty, staff and students) and those who work in the system find it frustrating. I have yet to hear of a centralized system at A&M for which the users and the employees were supportive and appreciative of the changes. These seem like changes the upper administration makes for their own purposes.

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no comment

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I recently had my own business office staff reorganized from covering one department to two. The change has not been good. It sometimes feels like an antagonistic relationship where the business staff is being deliberately ignorant about

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my research money so that I cannot use it. (Note: I don't believe the deliberate part I am just explaining what it feels like). Change could be good, but I worry that further centralization might exacerbate the problems I have discussed.

Previous centralization of business staff simply meant that the staff left behind had to take on additional accounting and business duties they were not trained for and did not have the bandwidth to take on. Doing this across campus would make low staff and faculty morale even lower and you will lose more personnel. It also meant it was very difficult to get the attention of centralized business staff and processes were constantly being dropped or mistakes were made because they were handed off from staff member to staff member in the centralized office. This added to the business and accounting burden in the unit offices since we constantly have to check that business processes are being carried out correctly. Centralized business staff no longer had any understanding of the needs of the offices they were trying to serve. This was alleviated only somewhat by the establishment of the business liaison position within the centralized office. Where is SFAID? They should have strong connections to SBS.

1. "Centralization" does NOT bring effectiveness at all. For example, after the "AggieBuy" is in place, ordering of research materials/equipment becomes much slower, and the process is no way to be communicated. Prior to AggieBuy, ordering was through the department/college. As soon as an order was submitted, we pretty much got a reply back from the department and the company within 12-24 hours that the order was placed and the materials would be shipped. Now through AggieBuy, we rarely get any e-mail notice as whether the materials were ordered or not, and the company no longer e-mailed us (faculty/research labs) on whether they received the orders or expected shipping dates. It is much slower to get the needed research supplies via AggieBuy. 2. AggieBuy is extremely NOT user friendly. As a faculty member, we do not use AggieBuy on a daily basis only when we need to order research supplies/equipment. When we do so, it is extremely cumbersome to "re-learn" all the ins-and-outs. The "old" way of ordering research supplies/equipment via our department/college portal is much easier and user friendly, and even much faster and more efficient to get the supplies/equipment shipped to us.

The workflows and bureaucracies at this University are some of the worst I've experienced and my employees (researchers and students) have dealt with. There is a serious need to streamline processes like hiring, which typically takes 4-6 months from the point of initiating the process. There is a lack of training for faculty on how to manage finances, employees, and be managers, which is who we are. This needs to be more than online courses, but real management training so that we understand how to engage with Finance and Administration. There is also a lack of qualified administrators at the departmental level, which results in incredible inefficiency through back and forth about errors.

The consistent preference for centralization ignores the fact that it introduces inefficiencies as well and is not automatically better than decentralization. It is already hard enough to get answers to finance questions from FMO. Without business staff in our units who can provide advice and accounting the business side would be dreadful. Unless the staff there is projected to quadruple this is going to produce frustrations, delays, and slowdowns in research administration. If we make it hard to do these things, research active PIs will not propose for large center grants and TAMU will not be the lead institution on collaborative projects.

I am hesitant about centralizing finance. It would seem to increase, not diminish, workflow from individual units and colleges. Again, the savings on efficiency are not necessarily apparent to me.

In my experience at this university, centralization without very clear reporting lines through departments and/or colleges has not led to positive outcomes. The so-called "dotted lines" from centralized finance, facilities, etc. need to be much more clearly articulated. And most importantly, administrators making centralized decisions must base these decisions on input from those individuals who are actually doing the work on a daily basis. A good example of where this is working fairly well is in Academic Innovation, whose group is engaged in continuous feedback on the needs of instructors and students as the kinks are worked out with the university's new Learning Management System. All administrators meet monthly with the Faculty Senate and deliver real-time reports of updates and changes and listen carefully to the questions and issues raised by faculty who are actually using the system on a daily basis.

Very good plan.

Too many layers, with too many "back-and-forth" delays for researchers attempting to get contracts approved. There should be a time limit on how long it takes for "Legal" to approve contracts. Right now the average time is 4-6 months. The A&M Legal Department seems extremely undecisive and often unable to provide reliable legal advice.

The FPC division ideas are likely constructive, execution is the key. The Faculty Information Systems ideas seem reasonable. This may not be the right place for this rant: Overall, there needs to be a strong push to reduce the number

of "website/software bosses" that the faculty must wrestle with, sometimes for hours per day. An ungodly fraction of a typical week is already spent navigating Maestro, Concur, Faculty 180, MyEnvie, Workday, TrainTrak, HOWDY, ZOOM, ... In "the good old days", I had an admin asst and a with a few signatures & a few telephone calls I could delegate much of what I am now having to personally do electronically .... I could spend much more time teaching and research rather than fumbling through menus. Are we really making progress toward how to best utilize the academic and research talent we have assembled? Or are we implicitly requiring highly competent individuals to spend many hours personally doing administrative functions on the web that could be delegated?

Agreed that consolidation, centralization, and outsourcing is needed. Look to how businesses are now operating. Consider Aggie entrepreneurs for outsourcing. Please get Professors of Practice from the Mays Business school involved here. An incredible opportunity for impactful senior graduate projects.

I am worried by the proposed centralization, especially with respect to grant management and support for grant applications, which are highly field-specific. Faculty should be able to receive support from staff that has extensive experience in their field of research. Centralizing make this more difficult to achieve. The same applies to IRB application and approval processes.

nc

There are Finance and Business Admin overlap. I think some could be consolidated.

This needs to be transparent, efficient, and consistent.

I am concerned about the evidence base substantiating the recommendations made.

Support Recommendation 1. Another sensible consolidation that will strengthen the university's operations. Strongly support Recommendation 2. There are tremendous inefficiencies with workflow processes which this identification process will help to clear up. Transactions and contracts take a long time. No opinion on Recommendation 3. No opinion on Recommendation 4. No opinion on Recommendation 5.

Centralizing units such as Finance and Business Administration may be helpful in some departments, but it in other areas it will significantly hinder the work and success of faculty, staff, and students. More analysis, thought, and consideration needs to occur before any changes are made.

No comments.

To propose that all funding for the CVMBS should funnel through AgriLife would harm the researchers in the college who do not do research on small and large animal medicine and instead focus on basic and translational science. While there is likely some need for evaluating processes, AgriLife does not have same understanding of those funding agencies and research needs.

The one place where economies of scale might work, if not carried too far.

I have no way of knowing

I have no expertise to provide helpful comment on the proposed changes. I just hope that in the implementation, which may requires RIF-ing employees, we don't hemorrhage good people. Our business staff at all levels is critical to our mission and we need to be attentive to how this is implemented.

N/A

I am fine with the recommendations made.

ok

I concur with these recommendations.

Critical to any re-organization will be leaving dedicated finance and business staff members embedded in academic departments. Navigating the various networks of units and systems to conduct my daily business is already too complex and takes far too much of my time away from my central job functions of teaching and research.

Faculty at the College of Veterinary Medicine & Biomedical Sciences engage in research involving both animal and human health. Biomedical research involves both! Some of our faculty are funded by the National Institutes of Health

and other human-focused funding sources. Routing research proposals only through AgriLife could have a negative impact on our college's research success and national reputation.

I have a general concern which is that too much time spent focussing on making things efficient can be inefficient in general. An overly picky system for ensuring efficiency can end up as the perfect being the enemy of the good. Careful design with a focus on what is efficient AND effective is needed, and often lacking.

No comments, except to implement practices that protect faculty and researchers from becoming clerks.

The Finance chart should include a division of student - graduate and undergraduate - finance. This should encourage fiscal policy changes that improve their recruitment and retention.

I have general concerns about the centralization of services. We are a big place—the size of a mid-sized city. Centralizing advising, IT, and business services will make this place A LOT less personal for the student (especially advising—students need a person that they know and trust to help them make important decisions—having centralized advising will ensure that advisers are completely unable to offer personalized services—they won't know the students, and they won't know the programs). One of the things that makes Aggieland special for students is the community, the friendliness, the personal service that they get from our faculty and staff. Centralization will destroy that. Centralizing IT and business services MAY be more efficient (depending on how one measures efficiency) but it will CERTAINLY be less effective for faculty and staff. As with advising, the level and timeliness of service is critical for the efficiency and effectiveness of my work as a faculty member and administrator. I can't wait days for answers to questions, which is what happens right now when I have to reach out to centralized services. When I can reach out to someone that I know in my college's IT or business office—who I know knows the answers—I get answers immediately, which allows me to continue my work. Not having that will make my research, and my ability to get things done administratively (P&T, faculty development, etc.) MUCH LESS EFFECTIVE. Let me reiterate—RIGHT NOW, REACHING OUT TO CENTRAL SERVICES RESULTS IN WAITS OF DAYS OR WEEKS (OR INFINITELY). REACHING OUT TO OUR IN-COLLEGE SERVICE UNITS RESULTS IN WAITS OF MINUTES, AND IMMEDIATE SERVICE. That is how I measure efficiency. I would like to recommend that at least one of the measures of efficiency be ticket clearance times, but my experience with University IT and Educational Media Services just this semester leads me to believe that clearance rates are manipulated—both units cleared my ticket by referring me to a different unit. The problem—not having a mic in my classroom—took 2 months to resolve. If the consultant is going to rely excessively on metrics, they ought to make sure those metrics are valid.

No comments

As very new faculty, I am relatively unfamiliar with how the Finance and Business Administration does or should operate. In general, I support in principle the idea of efficiency and I know that on paper centralizing things may seem more efficient. However, in my experience at other institutions, centralizing operations often comes with substantial hidden costs because it removes the personal element of communication within smaller groups, which supports productivity.

Proposed recommendations #1 and #3 would be a disaster for TAMU. Being able to contact competent, engaged and dedicated business administrators is essential for any units' effective operation. Removing local control over finances would enable even more top-down control and make it more cumbersome to request and receive financial information in individual units. The cost savings (if any) would be greatly outweighed by the loss in service. Recommendation #4 is clearly a power grab over an independent organization by Texas A&M University. I hope that the independent Foundation rejects this proposal and maintains their independence. Such a "shared oversight" can be construed as the first step in an administrative takeover of the Foundation. Recommendation #5 should only be adopted if a cost/benefit analysis is positive for finances and service and the stakeholders agree to such an arrangement.

The findings and recommendations seem reasonable.

No comment

No comments. Recommendations seem reasonable.

I don't think this will work well in some Colleges, particularly COALS and COE that have more than 02 funding they are dealing with.

I perceive consolidation of Finance and Business Administration is to cut staff (RIF)

Will this truly increase efficiency, or would it simply increase bureaucracy? This needs to be clarified in advance.

Recommendation #2: Identify inefficiencies within internal workflow processes.

I like the idea of merging the payroll and Human Resources and student employment operations under a single umbrella. The divisions between these operations in the past felt artificial and motivated by individual power and resulted in a lot of wasted resources in shifting blame and finger pointing. However, all support operations for individual units cannot be handled out of a single unit. The institution is simply too big and complex for that. Larger units need local Business staff and HR liaisons to answer questions and provide guidance in navigating the complex systems of tools and processes, such as Workday. The typical employee does not understand all the ins and outs of salary adjustments, taxable gifts, and tax exempt purchasing.

Again, centralizing can be useful, but departments and colleges will still need finance and business support in their offices. The description of this centralizing is very polyannish - actually implementing these changes will take very strong, skilled leaders who can create a strong culture of service and support and buy in to a mission and vision. It is not clear where these leaders would be hired from or developed from, and this will fail if there are not strong leaders in place. See, for example, SRS and other attempts at centralizing that have been catastrophic and just created redundancies as departments/colleges have to hire people to fill in the gaps.

Recommendation #1 (Centralize business services under a CFO): this needs to be fully funded and staffed. When AgriLife did this, they did not have enough personnel and it created some miserable working conditions and responses, but it's getting better now. The transition will be slower than anyone wants and will be difficult. Recommendation #2 (Workflow): I am supportive Recommendation #3 (Matrix Management): Matrix management appears to work best in decentralized organizations, but many of the recommendations in this report call for increased centralization. I see a direct conflict here. Matrix management sows confusion about responsibilities and allows people to avoid accountability and long-term investment into their programs because of the fluid nature of their tasks.

Yes please, and streamline the multitude of systems faculty are required to know and use to do their roles (e.g. Concur, AggieBuy, time and effort, Maestro, Traintraq, Workday). Too many...burdensome and confusing.

nothing to add

The proposed changes may be effective provided that they are designed to better serve staff, faculty, and students in academic units.

I sincerely hope that any changes will improve timeliness of actions and response to faculty, staff, and students. The bureaucracy at our university is already overwhelming, and I am concerned that it can only get worse.

Research Finance - require specialized and knowledgeable support for division units. For example - direct support of Comparative Medicine Program by DOR business services has brought improved billing practices, accuracy, PI transparency, and ensures compliance with Federal grant expenditures. These services must be continued to enable focused efforts in this area. Research finance may fit better on orgchart with COALS, Engineering, Galveston, HSC Finance finding #5 Not clear that cost savings would result from merger of COALS + CVMBS. Most compliance is managed by Division of Research - not clear what duplication is being described. CVMBS has a strictly health-based mission; COALS has a broader agriculture and life science mission not limited to animal health. Veterinary Colleges are not typically joined with production agriculture colleges for many (obvious) reasons related to mission, although the two usually have very strong relationships. CVMBS has a diverse research portfolio (supported by foundations, NIH, USDA, NSF, DoD, NIEHS more NIH T32s than other colleges, etc.), and has expressed concern about routing all proposals through Agrilife. CVMBS is a health based mission and some research activities are not as closely aligned with Agrilife core mission. CVMBS relationship with the Division of Research and its support for comparative medicine, research development, core support, research administration, startups, etc., will be altered by change in structure of IDC distribution. May be time to re-think management of IDC to central TAMU level for all TAMU faculty research grants -- this would give president flexibility to implement consistent practices, and would eliminate the COALS and CVM faculty having to choose how to route proposal submissions. CROs could negotiate how to develop shared resources. No evidence Agrilife management would cause CVMBS to become more competitive for state and federal funding. In fact, Agrilife business practices would likely be detrimental to CVMBS PIs.

As with other recommendations for centralization of services, the efficiencies that will be gained are not assured. The proposal to move Enrollment Management under a Department of Finance sends a chilling message about the mission



of the university.

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Severing links between units that rely on services can be problematic. How accountability is managed is critical (for this consideration and throughout the "centralized" units). We recently centralized business tasks in our college. People now work more for the same pay. Naturally, tasks are done more slowly. However, it is also important to note that our DH was not asked about performance of staff at the last period of evaluation. So - what are we to do if business staff are not providing sufficient service? DH will not successfully put any pressure on staff. System does not ask DH for any feedback that allows them to pressure such staff. I will note: since centralization here the amount of attention to tasks for my lab has been very lax. People do not know me and it shows (essentially in how much they seem to care about my tasks getting handled). This is the difference between someone you regularly talk to who understands that it is their job to help you meet the mission you are tasked with versus someone doing a numbers-oriented job with little buy-in to my unit's responsibilities. I worry most about this in the context of what I have seen from the college of engineering. I have a colleague that was dropped from a subcontract on an NSF grant with me. The reason? We got a bill > 1 year late with no documentation of why the bill was generated. It caused problems with the PI of the grant. My colleague in engineering reported that this was not the only time billing administration has burned him and just views this kind of thing as life as usual. I really don't want that to happen university-wide...

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We need significant increases in investment on programs to promote biological and biomedical research.

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I am concerned about the job security of our business administrator, [REDACTED]. She is absolutely brilliant and is an incredible asset to this university. Additionally, centralization tends to lead to a lack of specialization. I am concerned about the 'one-size-fits-all' mentality of finance and business administration.

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The finance administration needs of every department are unique, therefore business administrators in departments should remain where they are. The report suggests this to be the case, "employees will continue to be physically located in their current unit but operate under a different reporting structure", and I would urge that this be followed. The value of the institutional knowledge that staff possess should never be underestimated. The reporting structure that is identified in the report is unclear, so whether any of the recommended changes are beneficial will once again depend on implementation. And once again, it will be essential to include input from faculty, administrators, and staff to create the best possible system (note that I do not say the most efficient system, because maximum efficiency is not always the best system to establish for people to use).

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We have gone through centralization and decentralization several times now. Every time things get centralized, then service out at the user level suffers and gets so bad that we ultimately go back to a little more decentralized. You need SOME people physically out at the units providing service. Based on multiple prior iterations, I am not confident this will do anything but decrease level of service, just like it has every single time things got centralized.

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Again, while centralization does often negatively impact responsiveness, it does seek efficiencies and there are usually standardized processes and reporting.

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I am concerned about this centralization. I can now easily walk into the office of one of our administrative assistants and get account information, pay invoices, hire students, and do many other things. I would want our Department person to be there rather than go see a stable of people and never get any continuity and talk to someone who really understands my needs. I fear that this will create more bureaucracy and be very inefficient. We desperately need to maintain some local control within a Department. Every department is unique and needs a local person. AgriLife did this and it is a disaster.

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I don't like the dual reporting structures that this would create between the schools/colleges and the President's Finance Office.

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Needs further study to ensure continuity of service and dedicated resources for ongoing library subscriptions and acquisitions are sustained. The Libraries are responsible for providing all of the online and print materials to support education, research, and innovation for the entire campus. Our dedicated financial and business support unit have developed the expertise to ensure effective practices that follow university guidelines.

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Centralization seems like it would be a complicated process as different units have different needs. We currently have travel cards for when we travel. How will those be distributed? If we have to make a supply run for an event, our people know us and we adhere to the university processes. How do we acquire those cards for a run to Sam's to get supplies. Do we have to go to a central business services location? That will take time away from my work seeing as right now I can run downstairs to grab what I need instead of crossing campus to do so.

Recommendation 3 Enrollment Management is important but there must be connection between enrollment changes and budget allocations for academic operations in department. Recommendation 4 I don't see the problem this addresses. Endowment expenditures should not be centrally controlled. Should be controlled by the units owning the endowments. And endowments should all be in one administrative structure, not split between TAMU and the Foundation.

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I think its important to retain some department-level business and human resources-related staff and expertise. Each unit has some special needs and circumstances that are best managed and informed by individuals who work with them on an ongoing basis, become knowledgeable about their various needs, and are easily available for consultation and collaboration. Overly centralized business services will create new inefficiencies as an increasingly generalist staff attempts to manage the varied administrative needs of the university's many units. There will be large and recurring wastes of time and effort for administrators, faculty, and staff as situations that can quickly settle into standard operating procedures among specialized staff must be re-explained and solutions re-discovered in a shared services model.

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If consolidation resulted in much greater transparency for financial administration, I am all for it but, as with facilities and IT, I worry that individualized needs and circumstances will be met with an even less flexible centralized approach. For example, Grant administration mechanisms should not be one-size fits all. Six administrators were responsible for liaising with me regarding a \$50,000 residential humanities research grant, where %100 of the funds were dispersed for use by one person and where the issuing agency (a private research foundation), already had administrative support in place.

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Again, my concern is that the centralization would result in some issues - but I completely agree that some is needed.

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can't comment

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Centralization will bring many challenges and inefficiencies for the end-user. At least in our college business administration centralization to the college level was highly inefficient and has now been reversed.

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The centralization in this area is needed but we do see issues due to limited resources.

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Proposed centralization has to happen here. Very happy to see this.

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Will departments lose their business managers? These folks need to be integrated into the day to day operations of departments. As a department Head I meet with our business manager almost daily.

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When I came here in 1983 FAMIS was the primary financial program. It is possible that elements of FAMIS are still being utilized. Efforts to effectively replace FAMIS have not been very successful.

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Business services for Colleges and Departments should not be centralized. See comments above.

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The issue at A&M is the influence and contribution of the state agencies. It is a great contribution, but it causes confusion and conflict in IT, budgets, appointments, etc. There doesn't seem to be a way to address the situation.

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No comment

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This is a powerful set of recommendations that eliminates redundancy and enhances efficiency!

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Shifting administrative management of CVM facilities to AgriLife would be a good outcome for all facilities, especially on grant management and viability of animal units between CVM and Agrilife.

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Some of the recommendations would be helpful.

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How are finances for faculty and staff not affiliated with departments going to work?

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More transparency would be helpful.

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Please do NOT centralize business services. I like to know the person who is handing my business work. When things are centralized, the relationship is lost.

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- Seek effectiveness always and efficiency as able. Do not over-centralize these functions in pursuit of "savings" at the peril of customer service or mission effectiveness.

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Texas A&M is a huge business that in the aggregate is amazingly well run but like any entity of similar size and scope

there will always be room for improvement. Juggling between many competing needs is a daunting task. Growth without attendance to details is likely to dilute that important aspects of what it means to be an Aggie.

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I don't have views on this.

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No recommendations.

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No Comment

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No comment, but agree that a common system across the entire campus makes sense.

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Galveston has been growing our graduate programs, but our departmental budgets and the money available to recruit graduate students and offer them GATs has been static. This is not ok. Galveston has been a largely undergraduate campus, but it has been changing and the business administration is not reflecting that change.

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I agree with the F & BA commentary,.

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OK

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Mostly good to align all units.

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This level of centralization creates a host of it's own problems and eliminates much of our current advantages of a decentralized system accountable locally.

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No comment.

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What mechanisms will be put in place to offer healthcare faculty better wages that align closer to industry norms? This is the biggest recruitment and retention mechanism TAMU can offer. I have seen so many faculty leave stating pay was the overwhelming reason.

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## Finance and Business Administration - Staff

Please provide your comments related to Finance and Business Administration:

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I approve the recommendations for improving finance and business administration; this is an area where the right mix of technology and commitment to best practices can yield improvements in services at reduced cost.

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Finance and Business Administration: Finding #1, Recommendation #1: Centralize financial/business services under the Chief Financial Officer. As the senior Finance professional in our college, I do not have grave concerns regarding the recommendation that employees continue to be physically located in units with a solid line to the CFO. This will allow us to remain with the colleges and the department that we serve and support. In fact, I would suggest that we have actually been operating in this manner with a dotted line to Mr. Joseph Pettibon. He has provided excellent leadership and guidance on behalf of the President and Provost over many years to the Assistant Deans for Finance. I do not see much change, other than evaluations would be conducted by the CFO or their delegate, rather than deans of the colleges. Additionally, the current CFO, Mr. John Crawford, I believe has the experience and in depth understanding of the University's configurations and differences between units, that he, together with Mr. Pettibon could make this a successful transition.

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The suggestions of this section are even more reckless of other sections of the MGT report. Yes, more transparency should be instilled, but centralization is not the answer when improvement of reporting is what being sought. Currently this blows up the structure of the current direct reports for every facet of campus. No, a thousand times: NO.

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Texas A&M Resources must be stewarded properly. Establishing clear unambiguous guidance as to how Texas A&M spends along with monitoring that the money is well spent is vital. Large expenditures of resources and contract negotiations must be handled by a team that includes a business professional. All too often a team lacking the requisite business knowledge engages with an outside company and enters into a relationship benefiting the company far more than the university. If matrix management structure is to be leveraged then matrixed team members must be trained on what is expected of them in a matrix management environment before engaging in said environment. Rather than

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centralizing endowment funded expenditures establish a committee with the appropriate cross sectional membership to advice and monitor expenditures. Administrative management of grants may seem duplicative because current grants allow for multi-discipline participation. However, this will not always be the case and as grant requirements change administrative experts will be needed to help navigate.

I am concerned that the relationships and communication between business staff and their department heads (dotted line) will break down as there is turnover. Keeping business staff physically located in their departments will help with this, but some responsibility to the department head is lost with dotted line reporting (which Workday doesn't currently accommodate). Will the CFO be able to effectively evaluate the performance of business staff that they only see a couple of times a year? A clear standard of evaluation would need to be communicated with significant input from department heads. Moving Payroll to HR makes sense since Workday has blurred the line between them. It would help for academic departments to have information about the revenue generated by different courses so they can make more informed decisions about course offerings. Such decisions cannot all be revenue driven, but some could if the information was available.

I am not familiar enough to comment but a centralized system helps keep the organization running more efficiently.

For the same reasons I provided under my comments relating to Facilities, there are high containment facilities at the College of Veterinary Medicine. Highly trained personnel within the Division of Research are critical for the support and maintenance of these facilities, and any changes in reporting structure would put the university at risk.

This too makes sense to me.

1) General centralization of HR and Business functions could disconnect staff who have irreplaceable, first-hand department knowledge, and who can assess the urgency of requests. Because Business and HR processes often overlap, unit leadership and individual employees need advocates who ensure that tasks are completed by our current centralized offices (purchasing, contracts, recruiting, hiring, and benefits). We need this coordinator in-house to manage business and HR functions. 2) Experienced HR and Business Administrators are particularly skilled at navigating the nuances to achieve the best possible outcomes for both the department and employee. This is learned over time, which is why our business administrators are usually long-term employees within one department or college. Centralizing these functions might lead to a temporary cost reduction, but could also create new inefficiencies with unintended consequences, such as delayed processing and reduced communications. 3) Contracts has continued to centralize under AggieBuy. New agreements that previously took two to four weeks to create now routinely take two to four months.

TAMUQ Finance, Business, and Payroll need to be overhauled. They are consistently not meeting minimum service standards. The lack of oversight, poor administration, and ineffective leadership has diminished the quality of work that they have been able to produce.

The recommendations on Enrollment Management are out of line with industry best practices and the sources cited explain why. The primary listed source for Recommendation #3 is an article from stateuniversity.com which is undated but cites articles from a minimum of 20 to a maximum of 35 years ago. This is a dubious source at best even if it is current but given the constantly changing landscape of enrollment management it has little if any relevance. The last time the university was evaluated by a consultant (PWC Fall 2013) there was a move to decentralize processes due to the size and scope of university business and the inability to provide effective service in our centralized model. We are now even larger and the report suggests centralizing based on essentially the same logic. This new report even cites an article from that same time period ("Consolidated and Shared Services in Higher Education, 2013"). Anecdotally we see how much faster processes are completed when they can be completed by our departmental units whereas centralized processes like contract approval can take months upon months. Centralization for its own sake seems like a common sense approach that we've proven does not work in practice.

It is unclear if the recommendation to move "Student Affairs Financial Services to Finance is intended to represent the finance staff in the VPSA office alone or if it also includes Business/Finance/HR staff from Residence Life as well. As an auxiliary, our financial management and health is critical and having staff that are familiar with and understand our mission and purpose is critical. Poor management of our debt service and reserves can have devastating consequences when it comes to the maintenance and upkeep of numerous facilities. Our operation is expected to be self sustaining and we do that due to the work of good business office staff who understand our operation, what needs to be prioritized and works to get us there given their unique knowledge of our operation and business practice. It is my understanding that years ago we were under a similar system and that we suffered financially, buildings went far to long

without the needed maintenance and we are still working to resolve all that to this day. Keeping our dedicated business staff is necessary for a large and complex auxiliary operation like the Department of Residence Life. We know our business and the service we provide, we are self supporting, do not rely on student fee money to operation and contribute to the University through the assessment of the Auxiliary Service Fee.

Centralized business offices is not the answer. We rely heavily on our business office. I hate to think that they will be removed from the college and then anything business related will have to be a ticketing system. That will cause delays in processing of business-related concerns.

There are reasons to accept the recommendation of a centralized finance/business structure; however the mechanics of the implementation will be critical. We have begun creating a centralized business/HR structure within our college, but have not completed the process. We have created two centralized "business hubs" that report to the Business Office within the Dean's Office. The two business hubs support 5 of our 12 academic departments. Department heads have not been completely supportive of this decision. Communication between college and head have been absolutely critical. We have found that business positions often are commingled with administrative duties and completely pulling out business staff to solely perform business duties has left some void in a couple of departments.

I think there is a lot of specialized knowledge required in every department and office - centralizing this group may be a very rough transition.

There should be mini-centralization of financial/business services across campus but direct reporting to the CFO is not necessary. Small units across campus struggle with their business services because the unit is too small to justify having more than one person assigned to business services. This creates issues when the business person needs to be out (say on FMLA) or this position experiences turn over. The new person will not receive adequate training if they are the only person in the unit responsible for business services. Business services can be consolidated in a college (as opposed to each dept having their own business person) or for multiple units in a non-academic division. This will allow the mini-centralized team of business personnel to capitalize on shared expertise and to provide departments with a more consistent delivery of services, data, and reporting. This also allows the business services personnel to be close to their customers and advocate on behalf of their needs. Centralizing to CFO will negatively impact the engagement/relationship of the customers the business services team will be servicing. Reporting to the CFO removes accountability to their assigned units and decreases the level of customer service the business services team feels they need to provide to the unit they are servicing. What has been described above is the AABS model. For more information on the AABS model consult the [REDACTED].

The new structure seems overly complex and top heavy. I think we could experience unforeseen bottlenecks in execution of certain tasks and workflows.

Implementation will be key to success...having the right people at the table as well. Making sure "blockers" are not successful.

I support all recommendations.

No comments.

Unified financial management that is consistent across all Units is imperative. It is particularly imperative if it means there will be true equity in how financial resources are allocated, and spending is assessed each year.

Centralizing finance under a single CFO seems reasonable

Libraries has always had a centralized Business Office and our staff is specialized in library based operational services. We have followed University rules and regulations and been always in compliance. We received the highest audit rating. Team of 6 staff members and serve Libraries 80+ faculty members, 150+ staff members, and 150+ student workers.

Questions & Comments: What does a dotted line look like? Will we retain our current accounting and financial staff? Will items such as employee PIN, benefits, professional development funding, salary, etc. remain under the Division/Department they currently work with, or will that transition? The Department I work in, alone, has over 100 accounts, many of which are complex. We need to have people with in-depth knowledge, particularly because we also support recognized student organization accounts, of which FMO does not have the knowledge and context to serve. It has been shared with the Division of Student Affairs that "RIFs have not been discussed and are not part of the equation." However, when I read this "As higher education continues to receive less funding from traditional sources, ensuring the efficient use of existing resources is a critical goal. Creating more transparency around campus finances will

allow for appropriate reallocation of resources, build trust and credibility among campus constituencies and help keep tuition costs down for students. Centralizing a large amount of financial and budgetary activities under the CFO will allow for a consolidation of currently duplicated shared services..." (p. 60), I do not have confidence that positions will be retained. If we are trying to build trust, then we had best navigate this scenario with both a structural lens AND a human resources lens. My current perception is that this report neither takes into consideration the human capital and expertise that currently exists, nor does it take into consideration the already stretched personnel responsibilities and dwindling budgets.

Having a finance area in departments makes sense because they are handling needs specific to the department. Removing all Finance and Business Administration from departments and centralizing them is majorly detrimental to the effectiveness of the University's operations.

I agree with the changes here.

Dotted lines put people in the position of answering to two bosses.

Pg. 57. Remove the following functions from Finance: University Payroll from Finance (Controller) to Human Resources Does this make sense? Can HR handle payroll? Is data backing this move up - are other peer institutions handling payroll this way? Also, I think this would require either shifting employees from Finance to HR or retraining HR to handle these functions. At the College of Dentistry campus, HR is already short-staffed, so it would necessitate moving employees currently in Finance under HR to be able to handle these responsibilities. Pg. 60. Leveraging the benefits of centralized oversight and operations with performance-based budgeting can ensure that all essential services and costs, such as IT updates, are done in a consistent manner while allowing academic units additional flexibility to be incentivized for high performance. In nothing above was there anything said about "incentivizing high performance" or "performance-based budgeting." What would that even mean or look like? Pg. 61. Now more than ever, public institutions are expected to demonstrate performance levels typically associated with businesses. Should this be an expectation though? Institutions of higher education, public or not, are not the same as a typical business and have a different mission. I think it would be better to try to change public perception of what higher education institutions mission and goal should be and to clearly differentiate those from the KPIs expected of businesses. Phrasing like this is deeply concerning and I don't think higher education institutions should embrace a business culture or business goals. Pg. 61. As a result, boards, councils, and management teams have had to rethink how they operate and provide greater emphasis on continuous improvement, performance metrics, and return on investment. What counts as a return on investment when you are investing in the future of our nation? How could you possibly hope to measure this? I am concerned that using normal business performance measures will obscure and even possibly run counter to the main mission of education. It concerns me that this idea is not being questioned but actually embraced in this report. Pg. 63. Recommendation #5: Shift the research administrative management of Veterinary Medicine and Biomedical Sciences research grants and facilities to AgriLife exclusively rather than the current duplicative system including both AgriLife and TAMU. Does this include College of Dentistry Biomedical Sciences grants? I don't think it would make sense for those to go through AgriLife.

The MGT report suggests the centralization of finance and business units under the Chief Finance Officer (CFO), for the most part, I agree with this recommendation. However when centralization is discussed, I believe it is important for these units to be centralized in areas of campus. They need to stay close to their customers and they need to stay close to the other units they work with closely, human resources and IT. I would offer that these units should have a direct reporting structure to their home area administrator such as the assistant dean and a dotted line report up to the CFO. The MGT report also suggests moving the departments in enrollment services under the supervision of the CFO. Throughout this report the MGT auditors have suggested that their purpose for their recommendations is to provide focus and help the units stay on mission. However, either they have a complete misunderstanding of enrollment services or this wasn't a true statement. They viewed the enrollment services departments as being financial units, yes, there is a financial component but that's not their mission. They operationalize the mission of the Provost. When the provost creates a program such as regent scholars, financial aid is the unit that operationalizes the program by providing the scholarships and criteria to make it a viable option. Why would we want enrollment services to be removed from the provost's office? As I have said consistently throughout my comments, the issue with the units under the provost isn't that it lacks focus but that financial resources are not given to the units that need to carry out the mission. I disagree that enrollment management should be moved under the CFO, however, I do believe that DARS should go under a

budgeting and planning unit under the CFO. That's consistent with many of our peer institutions. The data behind enrollment is housed in an institutional office of budget and planning. Being an employee of Academic Affairs Business Services (AABS), I don't believe the MGT auditors understood the services this unit provides. AABS is a department where accounting and human resources work together to provide services to the non-academic units under the provost. It's a business administration department. I believe the university would be better served to copy the AABS model and have centralized business services working in pods with a direct line report to their local administrators and a dotted line to the CFO.

None at this time

I have been at TAMU for 22 months and I have experienced some interesting workflows when it comes to procurement. Opportunities for improvement.

N/A

The organizational chart on page 59 is absolutely ludicrous. The idea that someone could effectively and efficiently support 22 direct reports is exceedingly unrealistic. Span of control is ideally 3-5 direct reports, with a maximum of 7. If this unit truly needs to be reorganized, then there should be 1 or 2 additional levels added to the new "Business Services Units." Anyone who has managed or led others understands the challenges of being directly responsible for too many people. In order to better serve those we are responsible to and for, there should be associate and assistant directors in between. Thank you for considering this feedback.

No comment

The University Libraries system works as a well, system. And it works well. Business, Marketing, Facilities, HR and IT are all embedded in the library model and we work as a well oiled machine. If it ain't broke...

I fully support centralizing all finance operations to the Division of Finance.

The main question is whether finance and business administration exist to support faculty with teaching and research or if everyone else should serve the goals of finance and business administration and the PR machine that is totally detached from the mission of education.

Our Mother Ship (College of Liberal Arts) decided to create "Business Hubs" wherein the Business part of two Departments (in our case Political Science and Economics) were separated from their former Department and pooled together. I've heard this has worked out in some instances, I don't think it's worked out in ours. None of these people seem to like each other, and the head of the group (who used to be in our Department) has essentially stopped communicating with staff, and has told the people under her not to communicate with staff. It's very weird, because we all used to eat together. I'm older, have worked in HR and administration in a number of private sector environments - mainly legal, and these dictatorial ways are not conducive to building staff morale and excellence. The Head of the other Department doesn't like the head of the Hub, so there's stress there. And lastly, for the life of me I do not understand why no one oversees the budget, sees where we are at any given time. Perhaps I still think and function at a private sector level but it seems problematic.

Since these recommendations focus on realignment at a high-level it is challenging to see the forest through the trees. In regards to those staff who have cross-functional duties, such as HR functions, Service Department work, IT, HSC, it would be good to know where they'd be reassigned in the "Business Services Unit" - "new units entering the organizational chart", as these items aren't simply picked off of other divisions when placed on the new organization charts. How would these cross-functional staff be reassigned? It would seem since the review was performed at a high level, no details have been analyzed to ensure this fully makes sense in a wide spread capacity. Also, some staff provide Business and HR Liaison support functions. Finally, HR Liaisons and business staff work closely together during the Phase II merit process as its part of the workflow process. However, it is noted under the HR component that the payroll area would move to HR, so would these functions such as Phase II all be handled by HR? Finding #1 – Perhaps rather than centralizing the larger areas such as I.T., just to name one division, perhaps the smaller units who are mentioned as being pulled in different directions should take advantage of resources provided by Departmental Accounting Services, the same way Transportation Services does. Finding #2/Recommendation#2 – I would agree that contracting is a challenge. However, the observation appears to be this area is severely understaffed. It would be good if they had enough staff to not only stay on top of their work in a timely manner but to educate the campus community to be in compliance and provide a tool that aids with contract tracking. Are they short staffed due to continual hiring freezes?

I support the suggestions in the report

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I concur with the recommendations of the study

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No comments.

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Will the business staff continue to report to an Assistant Dean of their college and then the assistant dean report to the CFO?

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As long as we maintain the idea that each unit needs to have assigned personnel to manage day-to-day business this proposal is acceptable.

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For procurement the example I have seen, is trying two examples. 1 A document management tool was desired. Due to the requirements of the procurement system this was sent to bid even though a desired vendor was picked. The Bid gave a new vendor. 2 years later the original vendor was hired as the bid vendor did not deliver what they said they could. This caused a great deal of rework and wasted many thousands. 2. A vendor was picked for a system upgrade. The vendor met all the needs and had a proven track record. The vendor had a good record at A&M. Still the bid process was required. All this did was add weeks of delay causing the end process to be done during a less than optimal time. Bids are great when they make sense. The system needs to take into account past experience and "time to market" needs.

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None

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Why are business administrators also responsible for HR? They don't know anything about benefits, and the benefits office does not return calls.

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looking forward to the changes coming.

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TAMU employees' salaries need to meet salaries of the same title for TAMHSC employees. TAMHSC salaries are much higher than TAMU salaries for the same position. It's discouraging when there are two people with the same title and there is a large difference in salaries. Also, the day-to-day work performed is a lot different in volume. The employee making less is working a lot more than the higher-paid person. The volume of work can be tracked.

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I think all the recommendations for Finance and Business make sound business sense. I think it will give staff greater opportunity for promotions and career ladders.

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I agree with the proposed restructuring.

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I am sure, on paper, that it looks like a good idea to decentralize services and to combine into one area. However, as an employee, I strongly oppose this decision. Any time, every time, services are removed from a department/area and put into one centralized area, the services to the employee are hindered and ineffective. With this approach, the employee becomes just a number instead of the more personal approach within the department/area/division. I would expect this approach to be implemented when cost-savings is the driving, perhaps only, focus.

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I'd like for the Finance and Business Administration for TAMU and Texas A&M Health to be merges as this would make our lives so much easier. Let's make move to electronic forms and processes!

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It seems that centralization of finance and business administration comes along every few years, the process begins, and somewhere along the way, everyone agrees that it is a terrible idea, and things go back to the way they are now. I don't know the answer, but it seems like a lot of time and effort is spent in trying to centralize and then backing off that plan.

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n/a

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My concern with centralization of services is that each business staff then services multiple units. This can cause an imbalance in quality of service by larger or more demanding units overshadowing smaller or less "needy" ones causing worse service to be provided to those smaller teams. This has already happened with the TEES Fiscal Office. Even though certain units don't have as much of a day to day "need" as others, such as my unit, we still foot a large portion of the business staff's salary while not actually needing a lot of support except here and there. This means that sometimes are "smaller" (lower priority) items have been overlooked or forgotten as the staff work to handle the "larger" (higher priority) team needs. It's not very balanced and means that the customer service is lacking. Further, business teams have a very "this is my lane" mentality, from my experience. This causes them to shuffle requests to the "correct" person, while not actually offering good customer service to the internal customers who submitted the request. I would



suggest developing a central POC for each unit (department, center) to then funnel to their business team POC. This would allow members of the units (departments, centers, institutes) to know ONE person instead of many, making for a better internal customer service experience. As someone who works in a center that has over 4 departments, 2 agencies and 2 colleges working within it, the business process becomes very convoluted for our faculty and researchers. Having a central center POC they could submit all requests to who would then route to the center's business staff for distribution to the correct affiliated department/agency/college, would make for a more streamlined and better experience for the internal customers (faculty/researchers).

I have been a long time employee within the system, mostly engineering. I am actually very excited about this potential model and I can visualize several training programs that would not only enhance the academic models of business staff but develop departmental employees so that they can enhance the research mission of the university with regards to budget allocations and expenditures. Researchers are really busy, and need all of the support they can get. I am very interested in this particular model and the potential it has to enhance the mission of the university.

I still don't understand the benefits of moving University Libraries under a new College of Arts and Sciences. The Libraries support ALL colleges on campus; therefore, it needs to be standalone. My job in the centralized business for the Libraries is full time to the Libraries. We handle so many accounts and transactions that are unique to the Libraries. It's more than just buying books, we've moved towards digital resources and services to make it so convenient for students, researchers, and community to access the Libraries. We also help anyone who wish to publish and reduce the cost of textbook for students with Open Access. We're able to provide so many other resources and services (Interlibrary Loan, Studio Lab, Preservation/Conservation, Research on Rare Collection, etc) because we have a centralized team within the Libraries. Changing the administration and structure of the Libraries will make these resources and services that been established and worked for impractical because we're just a part of a college instead of supporting ALL colleges at TAMU.

Centralizing is yet another wrong move. It's been done, didn't work.

Department level Administrative Staff support was not address in this report. I have 25 years with TAMU working in a business/administrative role in an Academic department. Centralizing would be okay as long as business/admin staff have access to the needed tools & data as well as direct contact with those served. The biggest challenge will be separating business/Admin/HR duties in the smaller units. I assist the department head & other leadership roles with budget, Promotion & Tenure, Faculty Hiring, Appointment letters, office management and many other things. The administrative support at the department level is crucial. Faculty step up to be Department Head, or the Graduate Director etc... It is a lot of work for them and staff help a tremendous amount especially when it is a new appointment. It is already challenging to get faculty to step up for the needed department leadership roles.

I am very confused and concerned about the movement of Financial and HR services to be under the general campus wide areas. As a staff member who works in a business office in Student Affairs and does both HR and Finance duties, I am not sure were that leaves me and my department. It feels as though we will be siloed further into specific job duties and forced to pick one side instead of being able to work with our strengths as a unit and figure out how to best divide the related tasks. It also feels like it would create a lot of confusion about reporting structure and how we will continue to support programing and other areas. It is not clear if our duties will change and I cannot imagine a situation in which the daily work stays the same under the consolidation. If we are to be reporting via both a dotted line and solid line, it feels like there could be competing priorities and confusion around where loyalty lies.

Recommendation #2: Identify inefficiencies within internal workflow processes. This recommendation is much needed at the Galveston Campus. We have had numerous issues with main campus processing bills, taking payments from faculty research grants, etc.

More information is needed before giving feedback. What specific data led to the conclusion that financial services were inefficient? In the case of college mergers/splits, how would staff be moved around? For those business staff that provide services that do not report to FMO (such as Foundation account management, scholarship administration, or HR liaisons), how will their new placement be determined? Rather than fully centralizing, has it been considered to implement centralizing business offices on college/unit levels (such as in the College of Architecture)?

I don't work with Finance and Business Administration to provide feedback.

Our College has a centralized set up with specific business offices in each departments working together to handling the care of our College. The business staff in Atmospheric Sciences handles the Human Resources and Payroll,

Oceanography Accounts Payable, Accounts Received, and Inventory, Geography handles Travel, and Geology and Geophysics Tuition and Scholarships for our college. We work hard to make sure our Faculty, staff, and students are taken care of and make sure to have the most up to date knowledge for them.

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NA

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Thank you for the opportunity to provide feedback. As a long serving TAMU business professional, I am concerned about the proposed separation of financial and HR/Payroll functions reporting up through different divisions. Centralization of “back of the house” financial and HR/Payroll processing makes good sense. However, it is essential for business leaders to grasp the big picture and understand the financial impact of human capital management actions, budgeting, student enrollment, semester credit hour production, and space data. The Workday implementation was led by HR units across the System and the financial side was mostly left out of the process and conversation. Prior to implementation, questions were asked about faculty hiring and summer appointments, the transition of faculty administrators, and routing and approval which were mostly glossed over. Unfortunately, the last 4 years have been filled with too much ineffective trial and error processes. HR balked at granting access for financial professionals requesting visibility in Workday that pertained to performing the duties and responsibilities of their jobs (i.e., viewing split appointments and costing allocations). HR dismissed these concerns indicating that this would be a security risk even though prior to Workday the same employee had the necessary access and visibility. I’m happy to say that the visibility issue is resolved with the recent creation of a Business Executive View Only role, but it took too long to get there. I share this to emphasize that a total separation of these two business functions will perpetuate administrative silos. University leadership (VPs, deans, department heads) depends on strong business staff to provide sound financial, budgeting, and human capital resource data. The University would be better served for HR/Payroll to report to the CFO. The MGT report is full of some great ideas that are long overdue. The devil will be in the details of implementation and there will be a lot of interesting challenges and opportunities ahead.

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Increased transparency with this area is welcomed. CEHD has tried to centralize this through having one set of business staff handle 4 accounts, while a different set handles all other accounts. This works ok for things like purchasing, however is very challenging for payroll when staff and faculty are paid from several different sources. Having access to monitor spending and balances in non-research accounts is also very hard for faculty/delegated staff. We only have access through Maestro and that after requesting special viewing rights. There is often a lag between the “real time balance” in Maestro and the many other software systems for financials including reconciling credit card purchases.

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Please note that the Qatar campus has a different work week and is 8-9 hours ahead of College Station. If services are centralized in CS, there need to be people available during the TAMUQ work hours for support. This does not mean that people on the ground in Qatar can or should not report to their respective areas in CS. Many transactional activities can be done in CS at a lesser cost than having an employee located in Qatar. There are several positions located in CS now that support the Qatar campus with transactional types of things.

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Items to consider: Knowledge of our day to day business policies is extremely important when operating a business, removing businesses outside of the department loses that ability to understand the day to day. Our business staff are integral to our operation as an auxiliary. They are also involved in other operations within the department such as student programming, conferences (8,000 visitors each summer), contacts, strategic planning, development/funding raising and several administrative functions such as compass/banner approvals and backup to housing office functions when needed just to name a few. Implications would be loss of business knowledge, loss of individuals to perform key functions in the department that fall outside the scope of finance. Communication and collaboration is important and if you look at our student satisfaction surveys it shows we are successful with out we currently operate with collaboration and direct oversight. This is the office that also meets with students and share proposed rent increases, does benchmarking for market rates in the community and oversees student funding for programs. They perform more than one function.

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If these movements occur, please do not make these changes through Reduction In Force then having people reapply to the newly centralized positions. We have seen this in the past and it has cause severe consequences, to include but not limited to: loss in trust between employee and employer; poor mental and physical health of not only RIF’ed employees but the supervisors who had to inform the employees; low morale; and overall bad reputation.

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I’m still unclear about the rationale for moving Data and Research Services into the Department of Finance (p. 62), even in a matrix capacity. I am very supportive of using data for decision making and collaborating, but I am not sure that DARS belongs under a financial unit. They have a responsibility to the state and federal government for reporting, as

well as units within Texas A&M. They provide information to others to make decisions; I'm not sure that moving them under Finance will "create a culture of continuous improvement across TAMU" (p. 62). Pages 62-63 addresses the Texas A&M Foundation but does not acknowledge The Association of Former Students or the 12th Man Foundation, both of whom also give funds to the University. Was there a reason for that?

Finding#1: A thorough review needs to be done to compare the actual effectiveness of a centralized structure. There could be a significant increase in the cost-of-business with this centralized approach. Finding#2: Improving the non-contracting process would be beneficial. Finding#5: An example of centralized services can be seen with the TAMU-Sponsored Research Services (SRS). This was implemented poorly and has resulted in more confusion, delays, and less support for the researchers and departments. The main problem was not creating standardized procedures for all grants and contracts. They allow the TAMU, Agrilife, TEES, etc to keep their individual practices. They should not create separate duplicate system. They should incorporate all TAMU, TEES, TAES, etc into one unit with standard policies and procedures. This will facilitate collaboration with PI's and streamline the grant setup and administration process.

#1 – Centralize financial/business services under the CFO • The finding specifically mentions challenges in strategically allocating funding. While there are benefits to business and finance areas working more closely together and collaborating on processes, systems, etc., I'm not sure that a solid line vs. dotted line approach will allow for funding to be allocated strategically because typically it is not the business staff who are making decisions on how funding is spent or not spent – it is the department heads. I would suggest additional clarity/discussion on the budget model if the concern is strategically allocating funding. • The AABS business model has been increasingly successful in Academic Affairs over the past several years and could be expanded to encompass additional units if provided with additional resources (personnel/technology) and an opportunity to work more collaboratively with Division of Finance staff. Currently, everyone is spread so thin that there is simply not enough time. Currently the division of Finance staff do not communicate much with other "department personnel" unless they are the business staff – thus the department business staff are the messengers to the rest of their colleagues – faculty, non-business staff and students.. So, efforts will need to be made to continue having good relationships and collaboration between department business and the rest of the department staff, faculty, and heads. AABS has done a great job of bridging these gaps while capitalizing on subject matter experts and use of technology to streamline processes and create efficiencies. #2 – identify inefficiencies with internal workflow processes • Agree 100% that this process needs to be examined. Things have improved slightly with contracts being entered into Aggiebuy, however the contracts and procurement process are still clunky and there is no reason why it should take weeks to get a contract reviewed by contract administration. Procurement and Contract Admin should work in tandem and ease the burden of the department who must enter the contract, then enter the requisition separately when all of that should be done together. They report to the same Assoc VP so I fail to understand why there is not more cooperation and customer service across the entire process. • Procurement has minimal information on their website and existing purchasing contracts are not made available university wide so that departments can be selective in using certain vendors. For example, CC Creations has a contract to offer a discount on certain items, but we don't have those details. So, if CC creations quotes us a price and the total is less than \$10k, we are not required to go through purchasing and would never know whether CC creations is honoring their pricing contract. And, we have no way of knowing whether CC creations is truly the best price for X item. Instead, the best price could be from some other contracted vendor that we never know about. • More collaboration could be done as well between FMO and procurement when it comes time to pay an invoice. Currently, the department is the "go-between" on change orders and other things necessary to get invoices paid. I am not sure they all understand what each other does and they are already in the same division! #3 – implement matrix management structure to leverage financial services by integrating AABS, DARS, and Enrollment Management • This recommendation is very unclear as I do not understand how AABS and DARS would work together on this. Did you mean DAS (Department ACCOUNTING services)? • Also unclear as to whether existing enrollment services departments (Admissions, Registrar, Student Financial Aid) are included here since they are not mentioned anywhere else in the report? If so, AABS handles the finances for these other units – how do we collaborate more? #4 – Establish a new centralized system and processed for oversight of Texas A&M Foundation accounts. • This suggestion sounds good; however, nothing sounds broken with the current process and this suggestion could be low priority given the number of other opportunities that exist to improve struggling areas – struggling because of inefficient process and/or not enough staff.

Centralizing finance and business administration would be a huge setback for our department. As we have many new graduate students and faculty joining our department each year, it is imperative that our colleagues are able to have staff readily available to assist them with onboarding and/or accounting needs. Centralization of such a critical asset

would cause great distress to our department members in potentially having to visit another building for business administration needs and or running the risk of having to submit questions to a general email inbox that may never return answers to their questions.

It is important to have specialized Financial and Business Admin professionals in each section that have the institutional knowledge of each section to better support the units in question. This loss of specialization will reduce the effectiveness of support.

N/A

Would we still be included in department initiatives like professional dev, diversity/wellness programs, dept meetings, etc. Would we be handling accounting for other tamu units as well? Would we take on student billing? Or is that going to still be housing assignments office, conference & guest services, gardens, white creek, corps? Would we still be involved with ssc billing and contracts or would that change if facilities moves? What about processes we are involved in outside of finance? I am involved with Summer Conferences, our business admin works with student orgs, our HR staff works with student conduct. We are intertwined in our department and the support of students, not just finance. Separation would collapse the structure of the department. Very specialized for our staff and student needs. Our finances as an auxiliary depend on additional processes than tamu requirements are intrinsically tied into student billing, student/staff travel, etc. We have to be involved in those discussions to share our knowledge and requirements. Where are the inefficiencies in the process, how were those determined, how can they be remedied by centralizations? Who are included in business staff? You would have to hire more tamu staff in general to cover separation of duties as current "admin staff" can cover payroll/HR/finance/facilities management/other duties in one role. Or on the flip side, what do you do with staff whos jobs are now redundant due merging? How do the dotted line and hard line reports work in evaluations, hiring process, etc.?

N/A

Although there are benefits to centralized services, I feel like institutional and historical knowledge is lost if departments are put into a queue for the first available person to handle. It is more effective if some level of coordination remains within the units as well. In the College of Liberal Arts, we have centralized business services in the Dean's Office, five academic departments, and six college programs, centers, and institutes. Business functions in these business hubs have been streamlined and the hubs are effective because there is still a direct relationship with department leadership. This is an important factor because having these relationships allows for consultation and discussion prior to financial decisions being made.

Centralization will create a vacuum of knowledge in the academic units allowing for miss use of funds, improper accounting methods and a general inefficiency in operations. Maintaining the current business unit structure allows for specialization, familiarization of processes and department level oversight of how the universities funds are utilized.

The Division of Research was underrepresented in the survey report. I would have liked to see suggestions for improvement in this area. The little that was mentioned is already an ongoing focus. There was nothing innovative for consideration. This is disappointing because there is room for improvement. Recruitment and retention of quality employees is difficult when there is a lack of flexibility in work location. Particularly difficult is inequity in the flexibilities provided some employees and not others. Employee performance expectation is also inequitable. What is the evidence to shift research administrative management of Veterinary Medicine and Biomedical Sciences research grants and facilities to AgriLife exclusively rather than TAMU exclusively?

Contract Administration desperately needs more staff. The folks that are currently there do an outstanding job, but the number of employees compared to the volume of contracts that must be processed is far to low. It is impossible to get contracts completed in a reasonable amount of time and we risk losing the funding of our industry sponsors because we cannot move fast enough in the contract negotiation.

The business staff does so much more than just HR, there are concerns of losing our business staff all together. The report mentioned that the merger would allow current HR liaisons to work full time in the HR staff so this ultimately means we could lose our business staff to HR if there are no other options available to them within the department. The business staff is responsible for keeping the Dept Head abreast of all things related to the budget of the department. Who will do that if we lose our staff?

To properly fulfill the mission of the University Libraries, best serve all students and stakeholders, and properly care for the unique and often priceless materials housed in the University Libraries buildings, it is necessary for the University

Libraries to remain an independent entity within the Texas A&M University System with its dedicated Finance and Business Administration department that can efficiently and expediently provide services. (See full comments in section regarding Academic Realignment.)

Thank you for this opportunity to relay our concerns. I have worked with the International Ocean Discovery Program (IODP) in Administration for 25 years. My main duties are payroll and budgeting. During this time, I have ascertained that TAMU Payroll has not been accommodating to our specific needs at IODP. One problem is there has not been the opportunity to have salaries wired to the employees' banks. We have relied on USPS and/or Fed Ex through the years. I have expressed the need for wire transfers many times. If an employee is out on an expedition, there may be no one to intercept the Fed Ex package nor to actually deposit funds in the bank. Some countries charge large fees for converting dollars into their currency and sometimes the wait to have the funds available is several weeks. Finally, after all this time, we had a couple of horror stories recently that made the banking community at TAMU Payroll agree to perform wire transfers on our foreign employees. We have only a handful but were always told that TAMU Payroll did not have the manpower. We are an international program that features diversity and the image we project at times is not supportive. At almost \$70 million per year, TAMU's standing in research would plummet with the loss of our program. We have always received great feedback. That is because there are so many situations and circumstances surrounding the operation of our drillship that are remedied within IODP. We have had to deal in many contexts including demobilization and most recently COVID. Many expeditions have been cancelled and we have had all the complications that go with employing and paying employees during these times. I feel this is a minute picture of the difficulties of unpredictable situations that occur frequently. Ms. Deborah Thomas has been a wonderful Dean. She sailed as a USSSP student many years ago and has frequented many cruises. She carries a wealth of information about IODP as well as our passion. It is imperative that we have someone support us in this way and is respected in the science community. It is imperative that we have a full administration including Payroll and HR. You cannot imagine the countless tribulations that fester when people from all over the world are subsisting together for two months at a time.

The box labeled 'Academic Affairs Business Services' needs to be further defined. Is this intended to indicate that the accounting activities in units will now be managed by the VP of Business & Performance Analytics? If so, then the business services units off to the right on the org chart should be represented underneath AABS. If it's not intended to indicate the accounting activities, then what IS it indicating? Since AABS is currently an HR team (recommended to go to HROE) and an accounting team (recommended to go to CFO) the way it's represented in the MGT report is confusing and unclear. Please clarify this. Another point of clarification that is needed is the question about DAS (Departmental Accounting Services): they were on the current org chart but not on the proposed org chart. What happened to them? It looks like Data and Research Services is referred to as DAS on the proposed chart, but the titles don't match. Please explain this. For a centralized HR and Finance model to be successful, the very first thing we all need to know from this current administration is where does the buck stop? By this I mean, will department heads be responsible for managing their own departmental budgets, or will vice presidents administer funding at a division-level with processes in place to assist department heads with funding requests/responsibilities? If the funds were managed at this higher division-level, then department heads would have more time to do their mission critical work and spend less time in business meetings. As well, many department heads rotate out regularly, so the business office spends time training and re-training people who interact with the business office infrequently. The business office has duplicative preparation for each department head that we service so if there were fewer department level meetings, our business staff would have more bandwidth for assisting our customers with strategic planning, personnel matters, organizational development, and continuing professional development. The fiduciary responsibility currently in place at the department head level is divisive and unnecessarily competitive. I am a department head of a large centralized services office yet my budget was never increased to match the amount of growth of our assigned customer base; we continued to add more work without adding more staff and when I approached my VP about adding much-needed help to our office, my request did not receive adequate consideration by our Associate Vice President who refused to forward the request to the Vice President for fear of the office "appearing to be empire building." I can assure you each case for a requested position was fully substantiated and the Associate Vice President admitted that it was compelling, but in light of the other units in our division, the opinion was that my office needed to be kept in its place. We service internal units at TAMU so when we're not able to grow our staff with the increasing demands, all the university suffers. To centralize HR and finance efforts across campus is a worthwhile endeavor, however, the report didn't illustrate any working knowledge for how this is currently being handled by units that have already centralized these services. One of the strongest pillars in the Academic Affairs Business Services model of centralized services is the marrying of the HR and Finance knowledge to be

the nexus of understanding for a department head. If these functions are to be further centralized, AABS is a model to use for intentional efforts to keep HR and finance conjoined to best assist the department head with administering their unit. It is imperative that HR professionals understand how the financing for personnel works, and that there is a good communication system in place to keep everyone current on staffing costs/needs. I fully support recommendation #1, #2. Recommendation #3 is confusing because Academic Affairs Business Services is currently the department that provides accounting and HR/payroll services to the non-college units that report to the Provost, essentially a centralized business service model. If the accounting people are going to finance, and the HR people are going to HROE, then what's left of Academic Affairs Business Services that could be integrated into data and enrollment management?? It's obvious that the consultants have no idea what AABS is, which is unfortunate because they've neglected to mention or consider a successful centralized business model, and at the same time misidentified it to be paired with something else entirely. PLEASE CLARIFY THIS!! If one were to take AABS out of the recommendation, then it's something that make sense and I could support. As for who will be the VP of Business & Performance Analytics, I think leadership should consider hiring a new/outside person for this role so that fresh perspectives may be offered. I support recommendation #4, #5. Payroll needs to move under Human Resources for management.

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n/a

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I don't have a clear understanding of any of the potential changes or how the changes will be implemented. I'm terrified that the years I've dedicated to learning my job and excelling will be tossed out of the window for a younger and cheaper model.

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I do see the importance of centralization. At TAMU Health, the College of Medicine has centralized the financial/business functions with success across approximately 35 administrative units. COM is the largest college in TAMU Health. I cannot speak for other TAMU Health colleges.

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Finding #4 - Leave Texas A&M Foundation as is. This foundation has done a phenomenal job in fundraising, marketing, and is transparent in their work and finances. There is absolutely no reason to mess with a system that is working. It is remarked as "best in class" for a reason.

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I support this recommendations.

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It does not make sense to move the division of Enrollment and Academic Services out of the Provost's Office and under the division of Finance, particularly the Registrar. The Registrar enforces academic policy.

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I reiterate my comments above about my concerns with consolidation.

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I don't disagree with the recommendations in theory. However, thoughtful and strategic planning, with inputs from various staff and faculty constituents, will be critical for successful implementation. A major risk to mitigate in this implementation should focus on maintaining, not disrupting, academic faculty research and tenure momentum. Additionally, academic college synergies and momentum in both teaching and research strategic plans must be paid particular attention to. With respect to academic realignments previous addressed, budget and finance realignment must be matched and paralleled to maintain operational effectiveness and specific focus given to Institutional missions and objectives. The identification of critical workflow processes should be identified early on in the implementation phase, and care given to NOT disrupt those as we find and focus on the less critical best practice strategies.

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There are aspects of the financial management of my department that we would gladly send to a central administration. There are unique business operations in auxiliary units that need to be fully understood before a sweeping move of all of the business functions and support staff to a centralized department/division.

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No feedback to offer.

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You can centralize processes and uniformity without centralizing Human Resources and Financial Operations. As with previous centralizations, services to the departments are lost. Peoples loyalty lies with those performing their evaluations. Dotted line reporting becomes a disconnect. Employees will become pulled between two departments, their reporting and their working.

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Centralize all IT, business, HR and marketing communications professionals If these professionals were left in their current physical locations to serve constituents, with current reporting structures intact – a dotted line for central oversight might improve the flow of institutional knowledge/implementation. If the plan is to relocate the programmers, technicians, business and HR associates, writers, videographers, etc. away from their constituents and remove the accountability we currently have to our constituents – this is not a good idea. Decentralization has allowed these

entities to be more effective, and fully centralizing these business critical functions would fuel bureaucracy, negatively impact service (just ask faculty and staff in the two largest centralized colleges) and not be in the best interest of students, faculty, staff or the institution.

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TAMU should work and make sure that the current employees with high qualification should be recognized and rewarded accordingly.

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Completely centralizing the financial responsibilities and duties from individual colleges would result in a major disconnect between the institution and its customers. At the College of Architecture we have a centralized Business Office that handles all the business needs for the departments that belong to the college. We process the orders, requests, and reports and submit them to FMO. Therefore we are doing the majority of the front end work before they receive it, which eliminates a lot of unneeded steps and inquiries on the part of the auditors. On that same note, if there is an issue they know exactly who to reach out to for the assistance needed. This model has worked so well that when new programs or policies have been initiated at the system level, the College of Architecture is often one of the first ones that are approached about piloting the new endeavor.

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Each College has a Finance and Business Administration unit that functions for the good of that college. They are deeply imbedded in the College as a whole, keeping up with our accounts, budget, salaries, and keeping us abreast of the goings on of Business and Finance University wide. There are moments when we need to make a budget decision, and it can be easily solved, with easy access to our Business office.

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I believe that centralizing all of the finance operations on campus would create benefits for certain departments and greatly hinder others. For instance, in athletics, there is a significant portion of what we do on a day-to-day basis that no one else on campus does or knows how to do. We have to completely shadow account the university financial system because it is not sufficient for our NCAA and EADA reporting. Additionally, our finances are run through Tableau for viewing for over 30 different units throughout athletics. This Tableau system is linked to a unique chart of accounts that is separate from FAMIS which ties directly into our NCAA and EADA reporting requirements. Trying to roll all of this up and make it fit within the campus framework is not efficient. In our office, we handle both sides of the coin. By that I mean we follow the protocols and necessary steps to keep campus and the state happy but we also provide reporting that doesn't fit within what campus finance does. Furthermore, we provide the information on our finances in a unique and better way than currently exists on campus. Conversely, I believe centralizing could be valuable for smaller departments around campus that don't have an established framework or funding to do what we do. In my opinion, this type of change is beneficial in certain areas but that doesn't mean it makes sense for everyone.

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Sounds like you want to create another layer of bureaucracy that will lead to greater inefficiency. The more that are involved in a decision making process, the longer the process takes and the less efficient it is.

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Centralization seems to be a key theme throughout. Centralization only works if you have clear communication and keep people accountable for providing excellent service to customers. From years of working in different jobs where i've experienced different levels of centralization, the biggest issue I see is lack of customer service. The reason why silos develop or are difficult to break down is because attempts at centralization have left gaps in service so colleges and departments create new positions and hire people to fill those gaps which leads to duplication and silos. As an example, the previous consultant came in and pushed for centralization of business functions and the two organizations I've worked with did centralize. What this meant was moving our business person out of our office and putting them in a different location and giving them a different supervisor. This is what happened: 1. Our "assigned" business person no longer was supervised by us so this person saw us as more of a nuisance trying to give him/her work instead of their customer they needed to which they provided a business service. If we as the "customer" mention the lack of service it has been VERY rare that supervisor does anything to correct the lack of service. At that point, the relationship starts breaking down because people get their feelings hurt or believe they are not being heard. 2. As the "assigned" business person didn't work in our office, the person could not understand the intricacies and specialties of our business needs. Since they were located distant from us they didn't know us. We now hire student workers and reclassify our techs to do some of the business work or sometimes we, the veterinarians, do the business work. 3. Being a state agency with different HR rules than private consulting companies, private companies are not familiar with HR rules that govern a supervisor's ability to hold workers accountable. I think consultants come in to an enormous organization like TAMU and immediately state the efficiencies that could be gain by centralization. However, its been my experience that they see this as low hanging fruit and don't really spend the time here to understand why centralization is difficult to employ. In theory it should be able to work but in practicality it hasn't worked well yet.

While I understand the impetus for centralizing IT and HR, not having division-specific representatives/liaisons is not the way to go. Without having a local presence, these services will not understand the specific priorities of different groups, and service will be diminished.

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as recommended, it is crucial that business/finance personnel focus on accounting and fiscal operations - and be removed from influencing operations

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While I can see that on the surface, streamlining seems like the way to go, I truly believe that all business related positions should remain a part of their existing departments. TAMU has a well-oiled Finance Department that is there to support the departmental representatives when needed (along with a thousand other responsibilities they have). Unless the business person were to remain solely committed to performing business functions for the department they represent, making the departmental representative an employee of FMO would risk making that employee the middle "man" in a potential tug of war between FMO needs and departmental needs. Additionally, each department has their own way of doing things (while staying within the provided guidelines/rules). Business needs would become harder to manage if the expectation is that all departments follow one "cookie cutter" rule. To make all business staff actual employees of FMO (or not employees of their respective departments) sets up all kinds of foreseeable problems, from routing structure, to morale, to difficulties with prioritization of duties, to a myriad of other problems that could arise. I also cannot envision how overwhelming it would be to the staff who suddenly have to take on many new supervisees that they don't have a business relationship with and would be hard-pressed to establish one when work spaces are in separate locations. Finally, and possibly the most important point to make, is that the great majority of business staff perform more than just business/finance duties. HR is the biggest additional duty that most perform. I truly believe the individual departments and their staff will suffer if this particular recommendation comes to fruition.

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I am intrigued by the recommendation and would like more details about the vision. It is difficult to understand how my department would still enjoy the same level of personal attention and customer service. Open to more ideas.

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Recommendations and rationale are solid. This is an opportunity to better centralize and standardize many of these areas to create future efficiencies. This could be particularly effective if the various colleges and business service units are given a better platform for budgeting and planning.

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As a Finance & Business Admin worker I constantly feel pulled in multiple directions so I'm excited at the prospect of increased transparency and efficiency. I don't feel like I can say whether the recommendations outlined will help us achieve that or not, but if we think they will, I'm all for it!

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Again, I do not support moving unit financial/accounting offices to a centralized area when they are more familiar and supportive of their own unit.

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As the TAMU Foundation is independent I don't see how there is much that can be done but recommend communication and transparency. I would love to know when one of our donors makes a gift soon after but I have to wait for monthly reports. But, not much we can do about it. I agree with the proposed financial organizational chart.

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In the College of Geosciences we have already centralized our business functions. We have four academic departments that specialize in the different processes. We are utilizing Lasferfiche forms to streamline our processes. The use of LF forms allows us to monitor our processes and ensure they are completed in a timely manner. The Department of Atmospheric Sciences is responsible for all HR/Payroll related functions and we do all the onboarding for our new employees while being available to offer assistance and guidance to our current employees. The Department of Oceanography is responsible for Accounts Payable, Purchasing and Pro-card reconciliations. The Department of Geography is responsible for Travel and The Department of Geology and Geophysics is responsible for posting our scholarships and the tuition and fees for our graduate students. The Business Administrators in each department work under the Assistant Dean for Finance and Administration but remain in our departments so we can service our students and faculty as well. We started this process about 8 years ago and it works very very well. If a department is short handed we have the knowledge to assist and have access so we can help during busy times or the absence of a staff member. We are also paperless and we use LF to not only upload our personnel files to keep them secure we use LF Forms to file all our files for P&T, Accounts Payable, & Pro-card documents. I am not sure how these functions could be pulled out of the department and not jeopardize the function of our different areas.

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None

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If auxiliaries lose the ability to control their finances, this will be detrimental to their ability to control costs. Operations like Residence Life will have to raise rent rates if they have to pay a "fee for service" for accounting services.



This university is too large to centralize everything. It was once easy to get help from business administrators and now someone who took care of one department handles two or three departments in COALS.

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More information needs to be provided and SPECIFIC details on how this affects the business staff on department levels.

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How would staff that are moving into this area who have share/split or oversight responsibilities be split? I.E. If you were in I.T. business and aided in Service Center work, I.T. and HSC business. Also with HR business functions going to another division, many staff worked closely together especially in the Phase II merit process due to the workflow process. It would seem this would need review or perhaps some task reassignment?

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The report noted a broader expectation for universities to function more like businesses which is presumed to mean greater speed, flexibility and efficiencies (mobility). While the expectation is a worthy aspiration, there are existing boundaries that hinder this becoming a reality. Namely, the university 1) is ultimately a unit of state government and 2) has internal - both System and University level - policies to which its operations/transactions/processes and decisions are subject. Then, in order to move the aspiration of business-like mobility to realization in Texas A&M's (required compliance under 1 & 2) environment, legislation needs to change and policies must be reviewed and updated to enable authority to operate with mobility coupled with compliance. Compliance is an antithesis of mobility and vice-versa, but there is also opportunity for both to function in unison.

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In the proposed org chart, the department named "Departmental Accounting Services (DAS) is not listed but its acronym is being used for "Data and Research Services" typically referred to as "DARS". The omission of Departmental Accounting Services (DAS) from under the Controller appears to be an oversight. DAS is a centralized, shared-service org providing financial operations and reporting services for units who do not have financial personnel of their own or just choose to outsource. In addition, DAS provides critical support and required regulatory review to campus service centers. For these reasons DAS needs to continue to be reflected on the proposed org in the same manner as the "current" org chart. On a broader scale, DAS is well-suited to incorporate and consolidate support of the "Business Services Units" by leveraging its centralized, shared-service model, existing knowledge base of accounting principles and financial systems and processes, and customer service approach. Finance-related personnel can be transferred to DAS in order to expand an already efficient, centralized support function for the Business Services Units.

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I am not familiar enough with the operations to comment on specific points. My spouse used to be an auditor for TEES and handled finances for Chemical Engineering. I understand there are distinct budget areas - operations, grants, research, etc. I have a sense that the Libraries are unique in a couple of ways. We have a large volume of transactions for collection materials. We also have complex and long term contracts for electronic resources. In many cases these are for perpetual access which is quite different from a limited term grant or research funding. The Libraries business office has built up their expertise specific to the library needs. I fear that would be lost were they simply combined into Finance.

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None

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Pick a University commerce transaction platform and commit to it. it needs to handle every transaction from buying a pencil to processing multi-billion dollar contracts. And yes, more and more of our management activities need "dimensional" data. Not just Excel spreadsheets.

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Finding #2 - to insure that all entities that are impacted by process change, including the other A&M System members in the conversations early will be important. Would like clarity on what the dotted line reporting means and how that will be communicated and coordinated.

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This is the area that has the most duplication of services and redundancy of efforts. Often it takes 3-4 forms to be completed for a simple task.

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I wish to recognize our Division of Research representation, (REBS) and express how important these subject matter experts are and the hope that they will continue to "major" in DOR related matters, while having others "minor" in DOR related matters, for cross-training and depth of knowledge. The relationship aspect of centralization can and should be addressed, respectively, for optimal results.

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In general, these seem like viable ideas. Housing finances in larger components may cause some inefficiencies if there is not a robust financial management system and transparency in how it all functions. Right now, many administrators are completely reliant on their finance people to handle money matters. There should be training for all administrators so they have a better understanding of budget and account management so they are less reliant on these individuals and less nervous about losing direct control of some of these issues. It is unclear how a matrix management structure will work with the Enrollment Management Advisory Council. There is a disconnect between this group and the retention

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process. Also, if degrees take 5 - 6 years to complete, it is not clear how "enrollment management" can be handled without a voice in the advisory council from the academic enterprise that manages enrollment of continuing students. Data and Research Services would benefit from having more online accessible material that can be mined by those who need it. Much is available on [accountability.tamu.edu](http://accountability.tamu.edu), but not everything, and not everyone knows it is available. If measures of "success" are to solely focused on countable data, this is an antiquated way to look at "continuous improvement". Moving the Vet Med and Biomedical Sciences research administration of funding to one location seems logical.

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No input to provide

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Consolidation and collaborations mentioned seemed logical.

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No comment.

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Again, NO to centralization. Departmental employees don't want to work directly with a faceless central office that doesn't know anything about their department's particular circumstances or needs, and faculty certainly don't want to deal with the minutiae of finance & business operations. All that's going to happen if you centralize is that departments are going to hire more administrative staff to handle that stuff for them – and they're going to want administrative staff who know about that specific task, so you're just going to replace a Business Coordinator with an Admin Coordinator for Business, and frustrate faculty in the process. It's especially foolish to consider centralizing Qatar's business operations, given that the campus's operating hours are 8 to 9 hours ahead of Texas, Sunday to Thursday, which means that the Qatar and Texas work weeks only overlap by 3 days. (By the time Texas starts work on Monday, Qatar has already completed 2 full days of work. And when Qatar ends the week on Thursday, Texas still has 2 full days of work ahead.) It's completely impractical to expect Qatar to rely on a centralized finance & business operation, just based on operating hours alone – and that doesn't take into account the unusual circumstances of Qatar's operation, which often doesn't allow the campus to operate under the same procedures as main campus.

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Generally speaking, as a purchaser of goods in support of Deans Office, Department, students, research, other departments including, Government affairs , and the presidents Office, I am concerned that the new system be flexible. I suggest that the idea of attempting to place any oversight on the foundation may result in loss of donors

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Similar situation with Facilities. The Finance and Business units needs to stay within the Colleges and Departments due to those units being ingrained within their current home. i would suggest audits to ensure consistency and communication, rather than take away a resource from the College.

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This will slow the processing of all business administration to a snails pace. This will eliminate the personal element of the departments ability to give customer service. This is a heartbreaking and takes away ownership of employees.

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Don't shift research management to AgriLife only (recommendation #5).

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I find it hard to believe that any dean would be willing to have their money person report to another unit. It may be one thing to move some financial functions over, but every department is still going to need to have someone within the unit be the point person for finances. The recommended structure under Business Services Units doesn't even match the recommendations of this report. This section is too vague and imprecise to really be meaningful.

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Seems logical. The logistics of how this will be implemented for some organizations will be interesting when getting in to the finer details is somewhat questionable, though I am confident it can be done with time, patience and communication. For example where areas have business / finance work with HR Liasons on Phase II budget and collaboration must occur due to how WorkDay or PBA work will be interesting. Clearly aligning where staff will actually be assigned if they work or support many function, such as IT, Service Dept or HSC, where will they end up ultimately in the new org. chart, or will they split? Or will tasks change for some staff, new skills, more specialized etc.

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I hope this would help with consistency. I will miss having our own team, though - the HR liaisons.

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Finance and Business Administration should be left to the responsibility of each college/ Deans office. Although oversight and further development are needed, the individual business offices would be best suited being within individual colleges. collaboration with other colleges as well as full university oversight is important however individuals within the different colleges would be best served by staff that works through the Deans office in the college that they work for. Identify inefficiencies within internal workflow processes. - this is important but can still be done more effectively at the college level.

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I cannot find a justification to keep day to day processes at the college level.

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I do not think everything should be centralized. anytime we have had to elevate anything to central it has been a nightmare. our IT, finance, HR and business offices are essential to the college's success. Days of productivity will be lost and many mistakes made if all has to be centralized.

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I am a staff member and supervisor that provides HR and Business Services to several departments within the Division of Student Affairs. HR and business services are more than processes that are handled in a centralized office. HR and business services are not two independent jobs, but are in fact, totally intertwined which is what provides the in depth service that is essential to success for our departments. To view these as separate jobs is missing a very important piece of the bigger picture of service. To streamline, especially in a university of this size, does not always result in more efficiencies, but in fact fails to provide an in depth understanding to make decisions regarding budgeting, HR, and forecasting to name a few. The need for in depth knowledge for guidance on spending, HR actions and their impact, is crucial for departments. Without this, the result is that departments are not able to focus on their expertise they were hired to do, but would spend time with duties and impact decision-making that is not their level of expertise. Only understanding one angle – business or HR - is not understanding the full picture of a department and how to best advise on actions. The uniqueness of each department/division requires business/HR people to be present in each area to provide that crossover knowledge specific to those needs and not reporting to a centralized area performing designated tasks or one area of focus. Another aspect not considered is the effect when you silo employees to become only knowledgeable in one area of duties (HR or Business). This does not allow for a well-rounded employee or a model that promotes growth to advance in one's career. It also does not allow an employee to have a full picture of departments or possess the knowledge of how one area affects the other. Staff are not task workers, but are in career paths and want growth opportunities. I, as many, have sought degrees in these areas and bring a level of expertise to HR and Business, making our division, and in turn the university, successful. As a supervisor, the separation of duties will result in retention and motivation issues as employees become stagnant and are not challenged. I urge you to look further than the surface on separation of duties, centralizing staff into HR or business, and the result of what inefficiencies this will cause. As a leading flagship institution, we should be setting the path, not following one.

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As a Business Coordinator in the Office of the Vice President for Student Affairs, I have some concerns regarding the recommended changes to the university. While looking at the scope of work done by our office, we are more than individuals completing a single task at a time. We, as HR Liaisons and business services representatives, have spent years cultivating intentional relationships with our departments to become a resource they can trust and on which they rely. Due to these relationships, we thoroughly understand the specific organizational goals of each department. When assisting with processes, whether budgetary or human resource related, these departments trust that the betterment of their work environment is our top priority. If business services and human resources are centralized as stated in this assessment report, building relationships with departments is no longer facilitated, and the services provided will not be as effective or valuable. When personal relationships are not formed and the organizations goals are not understood, how can an individual assist in any process, financial or personnel related, and be efficient or effective? Additionally, an overarching theory of organizational effectiveness is as follows: what works for one, will not work for all. With this in mind, comparing Texas A&M to other universities does not feel representative of our mission statement: “. . . Texas A&M University seeks to assume a place of preeminence among public universities while respecting its history and traditions.” In order to surpass like universities, why mirror their structures? After reading this report in its entirety, these recommendations do not align with the overall goals of Texas A&M University. Furthermore, it appears the recommendations made in this assessment in regards to business services within the Division of Student Affairs overlooked the importance and quality of service we provide. The complete effects of these changes were not considered, nor was anything assessed sub-surface.

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These moves make logical sense and seem to highlight the inefficiencies that are happening within Business and Finance offices across the campus.

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I agree with the recommendations outlined in the report for Finance and Business Administration. The financial workings should all be under a single area which will specialize in that function.

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I really have no comment related to Finance and Business Administration, however, I don't want a bunch of people losing their jobs. It is nice to have someone in the colleges to help with ordering, or credit card checkout when problems arise.

Finding #3 : I believe we do operate as a centralize Business services here. The function of having a more centralize business department without having one at the College level would limit the departments. They have tried to perform this before and it turned out as not being as functional as they thought.

Budgets for professional development should be a priority for existing university faculty and staff, as it would greatly benefit the university to keep and grow the talent that they currently employ.

1. Why wasn't the Association of Former Students (AFS) included in the comments about the Texas A&M Foundation? AFS also raises and distributes funds to the university for a variety of uses, such as scholarships.

In my 24 years at this University, this has been hashed and re-hashed with every new President. The changes that are recommended have been done and changed back with the next new President. We never seem to come to a GOOD solution for those that work "in the field". My suggestion is instead of spending money on "outside" opinion, why not ask those that DO the work?

n/a

Individual units know their budgetary needs best. Some centralized oversight might be required, and if that is not happening now, then the fault is with the Finance department and not with the individual departments. This is another one of those that sounds good on paper, but might not produce the results that you think.

-

I think there are many things that can be centralized. I'm not sure business administration is one that would work university - wide. The budget is divided by colleges and then by departments. I think that business administration should remain in the college with possibility of the college CFO reporting to the university CFO.

Why does the School of Public Health need its own Assistant Dean of Finance? Seems redundant when there is a finance office at TAMU Health.

Decentralize business offices and return them to the department, get rid of the inefficiency that is WorkDay. I cannot tell you how much centralizing budgets for department is a problem. Not long ago, a department head would go to his lead business associate and discuss with this individual the goals of the department for the upcoming fiscal year. Working together, they would find a way to work within the College's guidelines to make this happen. Now every small step requires multiple forms to be completed and maybe we will be allowed to spend our money how we see fit to best grow the department. I'm not sure how this is seen as an improvement.

In my opinion, having business coordinators report to Finance is a step forward. Under our current system we have too many opportunities hide problems. The university has a culture of doing things first, then justifying it later. Coordinators who report to finance would no longer risk their jobs by stating that we must follow system policy.

I fully support all of the recommendations provided by MGT as it relates to Finance and Business Administration. I do not work in that arena but the recommended solutions appear to address the reported findings.

Are we talking about moving all business offices, including within the departments, to the CFO? How would that help or be different?

I am not in a position to provide good insight into these changes.

I do not know anyone in Finance. Our Business Administration on the departmental level is an interesting mix of personalities and levels of professionalism. Of the 4 people i deal with, only two people have a positive, professional and personable attitude. Recently a major hiring process was changed and no consideration was solicited from the staff who it impacts. Communication is lacking.

Not my area, so I cannot comment intelligently on the proposals.

As a Finance person, I can see the benefits of a centralized Finance function under the CFO. Resource allocation can be very complex, and it would serve the University better to have the decisions being made by the CFO's office, who would have visibility to college needs through the Assistant Deans within each school.

budgeting and tracking expenses is so complicated for staff and centralizing would be appreciated.

I am concerned as I work with Departmental Accounting Services but I do not see it mentioned in the new plan anywhere. Did I overlook something?

N/A

This change terrifies me. As someone who assists with HR and Finance processes in my department, the relationship, professionalism and responsiveness of AABS HRPR staff have been critical to my success in supporting our department. They have connections to Main HR that allows us to streamline contacts for questions, whereas without AABS, it is difficult to know who to reach out to for different issues, whether benefits, termination, hiring, reclassification, or changes to compensation. HR response times are nowhere as efficient as AABS. In addition, the chaos of trying to reseat the hundreds of HR staff from departments to main HR is going to cause a lot of upheaval with space concerns as well as expense in moving and modifications to accommodate the changes. Our department is extremely diverse and I work closely with Immigration Services for Faculty and Scholars to manage the immigration processes for several employees.

I can see some benefits to reporting to the CFO. This may be a good move.

Let's have a consistent, fair delegation of authority for contracting and procurement. It seems odd that a dean, department head, or director can be entrusted with an eight-figure budget but can't sign a document authorizing the purchase of a \$1,000 piece of equipment - even though the purchase is well within the delegation of authority - without the document routing through and being reviewed by a contracting officer (which can take weeks). This just bogs down the contracting process such that complicated legal documents and other high-value contracts are stuck in a clogged system along with every \$500 hotel conference room lease, modest (<\$10k) equipment purchase, and OGC-approved templated agreement. Figure out a way to free the system of low-risk items and truly delegate authority for oversight, review, and execution to the appropriate levels of the organization.

It is proposed to move enrollment management to Finance. I did not even find Enrollment management in the Proposed Finance Organizational Chart- probably an oversight.

Comment: I understand the effort to centralize like functions/services instead of having multiple ones across campus.

Question: On the report for the "current" organizational chart, Departmental Accounting Services is clearly notated. However; on the "new" organizational chart DAS IS NOT CLEARLY MARKED. That is a little (lot) disconcerting to those of us that work within DAS. Our department services as an important role to our contracted departments. We do accounting processes but we also create financial reports for our departments. So the question is, does the box that reads: Data and Research Services (DAS)\*, is this Departmental Accounting Services or Data and Research Services? If it is Data and Research Services, where is DAS (Departmental Accounting Services)? Is there a "DAS" in the future plans? In my 43 years of working for Texas A&M University I have worked in financial related positions. All of those years have been dedicated to the "business services" side of TAMU. My desire is to complete my years until retirement working with in a departmental accounting service area.

No comments.

I think the recommendations here will only work if you still have people in place who know about each unit and what it takes to keep them running. If you do not have the people that have been working in these units helping others make the decisions then the appropriate funds may not be allocated to help fund the programs. But on the other hand this may help that when a unit/department needs more funds for unexpected costs there is a larger pool of money to help them out??

Extreme caution when dismantling Utility Services should be thoroughly reviewed prior to any changes in system managing and monitoring campus utility services, HVAC, water, sewer, etc.

Having worked in more than one college/division, I think unifying Finance and Business would make it much more straight forward. However, some of the smaller business units may have better and more efficient practices that will be replaced by FMO's processes. If all of business is merged, maybe some people's jobs could exclusively be process improvement.

Support combining these efforts and aligning practices

Consolidation at a certain level makes sense, but not across the entire campus. Colleges (no matter the makeup) have a need for "in-house" business staff.

Recommendations under this area make sense and are badly needed to help move TAMU into the current country regarding planning and execution of expenditures.

Recommendations makes sense.

Proposed changes seem logical, and I'm all for oversight of donor funds in order to utilize those most effectively.

Yes, yes, and yes. This is absolutely necessary to help understand the flow of funds and business-related issues.

I appreciate that you are looking for efficiencies of scale by centralizing these functions. My concerns are regarding who will supervise me and determine my merit. I currently am supervised by the department head and I would hope that the department head would have input in future merit opportunities, especially if business staff (physically) remain in the departments since we will be interacting daily with faculty and department administrators.

While the general feeling of centralization was present, this section lacked more detail I would have liked to see. It had a massive restructure proposed, but not a good lot of detail on the efficiencies.

N/A

Much like IT consolidation at a higher level makes sense and can be accomplished, but when it comes to serving the individual faculty and staff members, customer service will definitely take a huge downturn.

I agree with a support the recommendation made by MGT.

N/A

This makes a lot of sense. To allow the Division of IT to focus on just that, IT, removing redundant positions and functions that could be folded into central orgs is highly logical. The easiest way to make this happen for IT is to remove the 'Service Center' idea, and somehow centrally fund ALL IT costs. By removing customer billing, you save a lot of labor hours and money.

NOT INFORMED ENOUGH FOR AN OPINION ON THIS TOPIC.

I agree with the findings in this section.

## Finance and Business Administration - Student

Please provide your comments related to Finance and Business Administration:

N/A

Don't combine liberal arts and sciences.

Once again, Recommendation 1 creates a massive amount of bureaucracy, which usually makes things more difficult for those who have to use the services. It also bloats the administration of the university, which affects all other campus members who are paid by the university because all of the university's money will go towards funding the administration instead of improving faculty pay, graduate student pay and benefits, and undergraduate student care.

none

None, agree with the MTG Report.

While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue

not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

TAMU should provide all students/former students/faculty/staff and other stakeholders an overview of their financial budget each year. This report should provide clear understanding of changes and important nuisances within the budget.

N/A

None

Make ID replacement on main campus. Keeping the connections between TAMU and agrilife is vital to agrilife's success. Extension offices are great representations of the university system and having them closely associated and blended makes each one better and stronger.

don't know enough to have an opinion

Please don't do the plan. It's not a good plan. We don't like the plan.

Good.

Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

I think the finance and business administration BBA degrees are both worthwhile fields of study for students who are interested. Otherwise Texas A&M University is not a business that needs administrating. It is a public university. Its stakeholders are not Governor Abbott, Lieutenant Governor Patrick, any current members of the Texas Congress or any other official. It belongs to the people of the Great State of Texas, and the people who wrote this report do not seem capable of realizing that.

Good

No comment

N/A

Please don't change anything.

Enrollment Management should be retained within the Provost's office, as should data and research services. Moving these units to Finance will perpetuate the treatment of students as instruments for financial gain instead of the focus on learning and research. Focusing analytics on finance rather than student outcome is a blatant signal that money is more important than student development, running counter to our purpose as a land grant institution.

They need to give more funding to students. It feels as if white students are getting all the funding and not students of color.

As a Galveston students, every problem or question students have regarding finance and business must go through College Station. This makes it incredibly challenging and time consuming to have a simple, easy to answer question answered and this has often caused students to miss financial aid or tuition payment deadlines due to delays in College Station. It is perceived by students at the Galveston Campus that we are put on the bottom of the list of finance and business questions, and some students are never contacted by someone from the College Station office. Galveston should more finance officers on our campus to accommodate our student body and provide us with the same services as College Station.

I support the implement a matrix management structure

As long as their current needs are heard and considered, I am fine with the proposed changes.

Work with advertising to change approach, so that the college in need is at the forefront that year. Change with the times, help the college in need and don't only shine on the big players every year.

It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

None

Centralizing the financial/business services will allow greater oversight of the expenditures of the administration which are the root cause of rising student costs, so MGT's findings are important to take into consideration.

Far too much money goes to the administration. The professors and staff that us students actually interact with are underpaid and have limited resources. Additionally, in the engineering department, there is far too little money and effort going into finding additional professors to meet the growing student population. Nearly every class I've been in for my Aerospace engineering degree has 100 students. This is absurd considering most other colleges have an average class size of 50 or less. This is also far more than statics and information on A&M had led me to believe when I first applied.

Didn't read this part, but limit spending so tuition can go down please. I'm broke but not broke enough to get money so college is racking up a lot of debt for me.

This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be it's own department.

n/a

Tamu should stay and operate the same. No changes.

AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

Money education course AGLS 235 is an amazing resource for new college students. It should be required in students first semester.

The organizational charts are not the charts currently used; these are from years ago.

They are in a good standing

No comment

n/a

I don't feel I am educated enough in this department to make an accurate assessment of the propositions.

centralized system does not mean better or more efficient

N/A

They have been little help to me. Regularly they simply direct one to another office even for simple questions, and their



activities and goals (besides draining students for as much money as possible) is unknown.

N/A.

n/a

N/A

1. Please reconsider as there is -No over 65 tuition waiver (link below, fyi) <https://statutes.capitol.texas.gov/Docs/ED/htm/ED.54.htm> 2. Please address what is the teaching fee in lieu of tuition for non-residents, per the website (link below, fyi), 3rd paragraph). <https://scholarships.tamu.edu/Non-Resident-Tuition-Waiver>

n/a

Helpful, could be improved but effective.

None

In different as long as they aren't liberal

n/a

N/A

N/A

N/A

Nothing to add here.

I respectfully think that there shouldn't be a merger of departments or libraries.

Don't have any

Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

I do not have comments for this.

None

none

N/A

I kindly prompt you to accept all recommendations. Your office ought to improve.

n/a

Most recommendations seem obvious, and I do not know why we were not doing this before.

N/A

NA

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The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

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Great idea. The only concern is the financial operations processes will get so complicated people will try to get exemptions.

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Maybe we should consider the pricing of everything, and how you are charging your students. 1500 dollars for development every year, how about you start considering helping students more than just taking their money constantly.

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N/A

## Finance and Business Administration - Former Student

Please provide your comments related to Finance and Business Administration:

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I have heard from many colleagues who work for A&M about the inconsistencies in how budgets and financial planning and tracking are handled. We must take whatever steps are needed to ensure all departments and facilities are on the same financial pages. Throughout all of this report I see great need to use Deming's principles on how to solve these kinds of problems: go to the grassroots in all area for input on what needs "fixing" and the best methods to get this done as quickly as possible. The "worker bees" churning out financial reports and handling daily/monthly expenses know well what is wrong and what changes they recommend. Please do not manage this (and the other changes) by top-down decisions. Solicit Worker Bee feedback. That is where our greatest successes will originate. Without their input, any changes will fail.

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I am surprised that such functions are so widely dispersed. These recommendations are very appropriate, although perhaps difficult to achieve.

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While the suggestions in this section seem logical, this is outside my area of experience or expertise, and as such I don't have much opinion to give here.

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streamline payroll and hr to better function and actually get things done

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This MGT survey was an abomination. Pushing the narrative further to change the campus and overhaul it to be another run of the mill university. What gives Texas A&M it's strength, power, and future, are the very things that make us unique. Curious how none of the universities we were peer/compared to are even in Texas. These comparison universities are beneath us, or different entirely, in the same manner as milking a cow vs milking a bull, and the complaining that your milk tastes differently. Cherry picked data to justify hitting Texas A&M with a banhammer and to alter the university, remove it's identity, entirely. People say that what we identify as matters, well Texas A&M identifies as Texas A&M, and if you refute that, you're a bigot and are dismissing the lived truth of A&M. Yes the College of Engineering is huge, as it should be. Advising is decentralized, governed by each major, as they should be. You'll never have a one size fits all approach, and trying to shove the university and it's respective colleges into a "big box store" feel, as this report would suggest, destroys the very fabric of what makes us Aggies. Trying to shove in 25,000 engineers by 2025 risks diluting down the degrees or simply put, dumbing down the curriculum to pursue more students.

Additionally, merging the College of Fine Arts and Sciences, as many smaller east coast schools do, does not make sense nor enable either entity the ability to perform as unique and necessary institutions on their own. If you wish to improve the university, might I recommend cost saving initiatives like never paying for another such a slanted and asinine survey again. Perhaps considering cutting the University Administration's salaries by 10% as well. Speaking of cost savings, DO NOT outsource student on and off campus transportation. The current model makes sense, and such outsourced services at other universities always ends up being more expensive in a matter of a couple of years than any immediate cost savings might hint. You will pay more, get less, and be confused as to why... Why was this even an option? Look at what happened with outsourcing dining services. Pursuing diversity over meritocracy, over talent or the outcome, is a fool's errand. Diversity should be cultivated organically and naturally, not forced and mandated. Diversity is great, but chasing metrics and numbers over anything else and rejecting the notion of assimilation while encouraging the students

to celebrate what separates us is not healthy. Change for the sake of change simply to change and virtue signal will not yet results, will not bring us together, and will not continue the ability of A&M to be a natural melting pot. Let talent speak for itself, and let those who wish to join A&M do so freely. The desire to erase campus landmarks to resemble west coast university appeal also does not sit well with me. Remarks about the Corps of Cadets being "too Caucasian" is not only insulting to our diverse group of Cadets but a surface attack on the Corps' rich history and selfless service. Creating more commissioned officers to the US Military than all the service academies combined should tell you that the Corps has the ability to form the talent, respect, and love for each other that is required in a military environment. The Corps of Cadets, and the College of Engineering, are fine examples of successful melting pots creating cohesion and powerful leaders. As they say, Highway 6 runs both ways. If faculty, administration, or students, do not like Texas A&M, they are free to leave whenever, and can go attend or work for a university more aligned with their emotional support needs. Those who wish to be Aggies will be Aggies. The University has thrived for a century and a half being run the way it is... Forcing us to change to be similar to UCLA or Maryland will destroy our identity. I say this as a First Generation Aggie, who came not from wealth, but a family of poor immigrants, refugees, and poverty. As the first in my family to go to college, A&M represented everything I aspired to pursue and be. I took on tremendous debt to break the cycle of poverty in my family. Texas A&M was the beacon to freedom, and it still is. The desire of the MGT survey however risks undermining that legacy for the Boogeyman fighting game of "equity" and "diversity and inclusion" while throwing out the University as we know it. I strongly believe the MGT Report offers the chance/opportunity/paper thin justification to radicalize and change the University to better suit the political leaning aspirations of those who dislike Texas A&M.

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I concur with the report findings.

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Howdy, My name is [REDACTED]. I am a Construction Science graduate from the Class of 1997. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I start work for Zachry in five short days. I have always worked in engineering when I was using my degree. I worked for Fluor Daniel and for Lockwood, Andrews & Newnam performing project controls. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to

get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards, [REDACTED]

If it is student related, I have no complaints, the howdy portal could be improved, everything doesn't have to be maroon and white

Rec #1 - I support the centralization of finance/business services. There is a great need to increase responsiveness to queries at the beginning of each semester.

The comments I made regarding the Provost Office also apply to Finance and Business Administration. It would seem to me that this is an area that should be centralized.

Finance and Business Admin The CFO should report directly to the President and the President should have ultimate responsibility for the budget with the CFO's support. A & M should focus on being an Engineering, Science, Ag Life School. In addition the graduate schools of Vet Med, COM, and EnMed ( EnMed a separate school teamed with Methodist). The College of Liberal Arts should remain basically the size it is now, with a focus on those Liberal Arts subjects which provide the highest rate of employment for graduates and return on investment for A & M. We should not have a college of Arts and Sciences, but two distinct colleges. If one is in disagreement with this, then it absolutely should not be called the College of Arts and Sciences, but the College of Sciences and Arts. It makes all the difference in the world to have Sciences placed first, as we have many professionals applying to med school, research, etc., and the first impression of Arts and Sciences is very different from the positive impression of saying Sciences and Arts. Finance and Business Administration. I do not understand where scholarships and financial aid are because there is no position or responsibility shown in the org chart. Where is the scholarship and financial aid office for students? I do not see it anywhere on the current finance organizational chart or on the proposed organizational chart. This is extremely important. With regard to finding number four: Why is there a recommendation about a new shared oversight of an endowment fund expenditures of stewardship activity within the Texas A&M Foundation? The A&M Foundation has done a fabulous job. What is the purpose for this? I read the rationale, but I want to know what is the reason behind it. Why is the recommendation only related to the Foundation and not the Former Students and Twelfth Man that also raises significant money? Also, no one commented on the fact the Foundation has been purposely set up as an independent entity from A & M. I am not sure that this oversight would not cause problems that the independence of the Foundation was supposed to achieve in the first place. What about the Former Student Association? We have too many different organizations trying to provide oversight and raise money. The Former Student Association wants to raise the small amounts of money. The Foundation is limited to raising large amounts of funds and gifts. Today many people give smaller gifts, especially in their younger years. such commitments of four or five years of small amounts and small increments. The University of Texas 40-acre scholarship, given to 80 freshmen students each year for four years, is a full ride, yet the average contribution from UT exes is \$2200 to support these 40 acre scholarships! Our Foundation is not allowed to make requests of gifts from people to give scholarships that are small commitments of \$2000 - \$4000 a year for four years. These are the type of scholarships that can be raised from those that are in their 20s or 30s or of lesser means. If allowed to request and accept these gifts, the Foundation would attract a large number of Aggies to give, and this gets such individuals familiar with the gift and great feedback received of giving gifts, and furthermore such donors become very likely candidates for giving greater gifts as they grow older. And the Foundation will have a growing list of donor names. The Former Student Association only achieves 14% of Aggie graduates to contribute donations money, though low, this is high considered to almost all colleges. This percentage still needs to be improved in my opinion. I do think the Foundation and Former Students Assoc could work together on these smaller gifts to achieve many more student scholarships. The consultant did not investigate what is the purpose of raising money by the Former Student Association. What is the purpose of the Foundation? What are the goals of the University in raising money? I believe this is one of the poorest written sections because they have not investigated why and how funds are raised at A&M, and how those raising money could do so more efficiently and as a team. Even the Twelfth Man raises significant amounts of funds for the Athletic program, and it should be investigated how all three entities can be best would together to maximize their fund raising and advertising and minimize their expenses. Perhaps the current system is already the best and most efficient, but the study did not even examine the effectiveness of the current university fund raising model, the Foundation, Former Student Association, and Twelfth Man.

I agree with the recommendations for centralizing and reorganizing Finance and Business Administration.

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We need to have a focus on helping students learn and build personal financial health and credit. Too many young people are coming out of college with large debts and zero understanding of their finances. Housing, loans, taxes, business ownership - these are all things that lead to the success and fruition of our TAMU graduates and ultimately the success of these next generations in our country. The financial dept needs to focus on providing good financial advice to students and providing the framework that they need to succeed after college.

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Recommendation #1: Centralize financial/business services under the Chief Financial Officer. Agree. Recommendation #2: Identify inefficiencies within internal workflow processes. Agree. Recommendation #3: Implement a matrix management structure to leverage Financial Services by integrating Academic Affairs' Business Services, Data and Research Services, and Enrollment Management. Agree. Recommendation #4: Establish a new centralized system and processes for shared oversight of endowment funded expenditures and stewardship-related activities with the Texas A&M Foundation. No opinion on the Foundation Recommendation #5: Shift the research administrative management of Veterinary Medicine and Biomedical Sciences research grants and facilities to AgriLife exclusively rather than the current duplicative system including both AgriLife and TAMU. Agree.

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All of the recommendations for finance and business administration would present opportunities for increased efficiency and focus. I'm leery of matrix management in general unless there are clear upfront advantages for a specific area.

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The A&M Foundation holds \$2.5 billion which focuses on keeping up with other universities for bragging rights of who has the most money. This kind of money would finance many scholarships each year to deserving students. Based on my experience with my undergraduate alma mater these foundations keep more money for overhead than is really necessary. People endow scholarships with the objective of providing assistance to students in financial need.

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Excellent proposals on streamlining. Much needed.

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No opinion

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All findings seem to be positive with good recommendations

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No comment.

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a. Recommendation #1: Centralize financial/business services under the Chief Financial Officer. i. Finding 1: Agree. b. Recommendation #2: Identify inefficiencies within internal workflow processes. i. Finding 2: Agree. c. Recommendation #3: Implement a matrix management structure to leverage Financial Services by integrating Academic Affairs' Business Services, Data and Research Services, and Enrollment Management. i. Finding 3: Agree. d. Recommendation #4: Establish a new centralized system and processes for shared oversight of endowment funded expenditures and stewardship-related activities with the Texas A&M Foundation. i. Finding 4: I'm not sure we need to do this. It seems to me that the Foundation is doing OK as is. e. Recommendation #5: Shift the research administrative management of Veterinary Medicine and Biomedical Sciences research grants and facilities to AgriLife exclusively rather than the current duplicative system including both AgriLife and TAMU. Finding 5: Agree.

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Any consolidation into a central organization should include ALL Colleges and departments. If you exclude some Colleges due to special circumstances, others will follow and the organization will continue to be decentralized.

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Tuition statements should be more detailed. There is too much summarization for a \$10,000 bill. Think about it - you get more detail from a lawyer, CPA, etc. You are a professional service firm too.

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With University having a business school, and even why can't TAMU ACCORDING Dr. Robert Gates, "we out source some things cheaper than we can do them ourselves." It would appear University could/should compete/instruct to compete.

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More red tape

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The business of architecture should always stress cost and financing availability

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This definitely needs to be centralized. There is no reason to have 8 different answers to the same question.

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Several suggestions have merit. I have concerns about how this would affect fundraising. Different interests...different priorities.

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The business model should be one of centralized planning and distributed execution. Push fiscal responsibility and accountability down to the lowest level possible. Create "profit-and-loss" centers that will incentivize wise use of funding to accomplish goals, encourage recruiting/retention, gain efficiencies, and innovate.

Yes, one CFO for the University with dotted line support to the organizations within makes sense to avoid duplication of efforts. But independent businesses like Former Students, 12th Man and Foundation must still operate under their own corporate charters with an operating link to the University.

This has to become more transparent and goal oriented. It is not just accounting. It is the investment and return with a keen eye to value obtained.

PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. My husband and I are Aggies ('91 and '92) and have FIVE A&M Students ( '18, '19, '21, '23, '23) and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of Alvard and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

N/A

Centralized management of Financial & Business Administration is a best practice in industry. Locating these functions within the college units with dotted line responsibility to the colleges will make this work most smoothly. Budgeting will be a difficult point. Centralized oversight over the budget and setting budget limitations at a central level is a process best practice, but ownership and stewardship of budgets and spending must remain with the college units.

This makes sense and should streamline the office and have it under a Chief Financial Officer. We need to set an example for the students we are teaching to be industry leaders. This applies in all departments and the previous discussed changes.

None

No specific comments.

Finding #'s 1,2 & 3 - All appear to be reasonable with good recommendations. Finding #4 - Don't know on this one. How does the Texas A&M Foundation feel about this recommendation? Finding #5 - Okay, I think.

It is surprising to learn that finance and business administration was not previously centralized. While there are likely to be growing pains in implementing the proposed changes, it is my belief that a more efficient process will be the result. One might take care to make sure that any actions taken with respect to the Texas A&M Foundation do not materially affect its independence. It is my understanding that it is separate from TAMU for legal and liability reasons. In addition, care should continue to exist so that the myriad of gifts are dedicated for the intended purpose. Other universities have experienced significant issues with respect to the misdirection of funds. I have had a long relationship with Tyson Dunn and believe that he is well qualified and provides excellent leadership. While I do not believe that donors should expect significant recognition, their "care and feeding" seems to be a requirement.

The recommendations make sense.

Na

Support 1 & 2 #4 imperative we want to continue to have support & show good stewardship with other people's money  
#5 no brainer. Please look at our full name as a university.

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No Comments

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None

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No Comment

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Could be beneficial.

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While Finance needs to understand and support Facilities, key support from the President is essential. Facilities needs to operate as freely as possible from the politics of the University to be truly effective. The same is less true for contracted services. Senior admin needs to accept the Deans and Department Heads may be "customers" of Facilities in one sense, but they can be disruptive adversaries of Facilities in another. While Deans and Department Heads mostly only advocate for their departments, Facilities advocates only for the entire university.

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No comment.

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Periodic review and recommendations for improvement to operating departments is a good thing. If the study shows these to be wise moves, then they should be implemented.

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All finance should be under one roof

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Centralization seems like a good start to removing waste.

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No Comments

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Seem like reasonable recommendations for the most part.

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This is a goal. Strong decisive functional leaders will need to ride herd over this consolidation effort.

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Uninformed, so no comment.

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N/A

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As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments. Not only would it be horribly inefficient for all of these departments to duplicate their courses, but silo others within funding efforts.

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The proposed organizational chart may present the appearance of more positions than needed

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Agree

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While the university should be operated on a financially sound and stable basis, the function of the university is not to acquire resources but to use those resources available wisely to advance knowledge and learning as a strategy to

improve the quality of life in society. It is important to maintain a view of acquiring resources to support the mission of the institution rather than to distort the mission in order to acquire resources.

none

I applaud the report authors' finding that A&M Foundation funds need to be better managed. Nothing is quite retarding of a donor's generosity as the perception on the donor's part that his donations are being misapplied or that credit for his donations are not appreciated. The frequent, independent audit of Foundation expenditures is essential, especially so when it comes to restricted donations.

Creating a new centralized oversight system ensures that many eyes are on the endowment fund and expenditures. It seems to me that more oversight is better.

No comments

Again I do not see anything wrong with some of the proposed changes if it helps A&M move forward and better able meet its goals. Would just like to make sure there is internal input from staff and that it fits A&M, rather than is all from the outside study.

No comments

None

Liberal arts and Sciences need to be separate departments. LA deals in subjective reality while the sciences deal in objective truth. Their perspectives on reality couldn't be more opposite or incongruous. Sciences deal in research that is funded by corporations that liberal arts has no way of relating to much less has any business courting for funding. Support for science students will be undermined by this maneuver and the future of sciences at this university will be compromised and eventually cease to exist.

Centralization and elimination of duplication is good.

Recommendations - Yes in order to have consolidation and more transparency

na

Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

None

the suggestions to oversee monetary expenditures campus-wide is fiscally responsible and would add checks & balances necessary for better use of university funds.

Proposed changes look reasonable.

No comment.

Recommendation #3: I'm not 100% sure what this means, but I know that every time I've ever heard of "matrix management structure" in industry it is followed by "it never works". It is known as a failed attempt at a new management practice. Recommendation #4: This names the Foundation as "best in class", which it most certainly is, and then wants to change something about it. The Foundation is independent and should be left that way, they are obviously doing something right over there.

No informed comment

No specific comments.

N/A

I agree with the recommendations in the report.

The suggested added departments is much too heavy!



XXX

No comment

I agree with the recommendations, but encourage being careful not to center every financial decision at or near the top. The units have to have some level of "ownership" of finances or it's difficult to impossible to hold them accountable for financial performance.

Agree with assessment, not many programs for assistance.

Consolidating accounting and budgeting services is a fantastic idea. Using the same processes and information technology, along with cross-training employees with different departments will improve services and the bottom line. With that said this is a huge change and careful attention must be paid to the individuals who will be affected. Buy-in is a must for this to succeed.

The report does not provide a cost/benefit analysis of the effect of these changes. In some cases, the offices may need to be moved physically to be in one location. It can be a very expensive proposition with no clear returns provided. Texas A&M University has withered the challenges of the last two years very well. I am not sure why such drastic steps are being asked. What will be the benefit?

Agree.

None!

The general emphasis on efficiency and eliminating duplicative efforts is good, particularly if some of the resources saved by the efficiency could be used to reduce tuition and other costs of attendance.

Makes good common sense to centralize these functions.

none

A CFO should be in charge of all finances.

I agree with recommendations.

None

I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

Not clear on what this office did. Worth defining its role/responsibility to students more

See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes based on this report.

Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

n/a

Recommendations seem worthy of consideration.

Not enough direct knowledge to comment.

If referring to TAMU, I believe that all students should pay their proportional share. Texas residents & former student children should get an advantage. TAMU should not give special breaks to foreign students without proof of that country's assistance to the student or university. I believe this situation has been slanted away from Texas students.

Centralization of this office will create better efficiency but needs to be followed up with measurable metrics to be successful.

Streamline operations per the report.

Just re-mixing the stew...no real positive impacts.

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Centralization makes sense and is needed.

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Have the co\$ of an education at A&M at the lowest price and eliminate "fluff."

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Take the below quote to heart, leverage the excellent financial position to reinvest in infrastructure and to let the University Administration be flexible enough to restructure and centralize. Apply for greater representation on the UTIMCO board. Quote: "The perceived financial freedom of TAMU can also be considered a weakness, as the need to be financially effective and efficient is not a top priority. In the current decentralized organizational structure, a lack of transparency exists on the overall university budget and the ability to make strategic financial adjustments is limited. Because of the current structure of the organization, a major weakness is the time to deliver financial services, including contract execution."

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No comment

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Don't take good jobs and pensions from the citizens of College Station.

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We are a pretty well funded outfit, so spend wisely to raise our rankings!

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The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

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Recommendation #1: Centralize .... Agree. Why was this not done years ago? Recommendation #2: Identify .... Agree. Do this immediately. Recommendation #3: Implement .... Disagree. Another executive-level advisory council? Let the CFO work the problem. Recommendation #4: Establish .... Disagree. Keep the Texas A&M Foundation independent from the VP Finance. It is not broke, so do not try to fix it. Recommendation #5: Shift .... Agree. This one makes sense.

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I support these recommendations.

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I have had replies to my questions regarding financial aide for my son who is a Junior this year in a very timely and helpful way.

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If there is one thing we can agree on in this report, hopefully it is that TAMU administration can definitely be operated more efficiently as was pointed out several times with people overlapping/duplicating efforts and just way too many people to have to go through to find answers.

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Costs are out of control. There are too many professors with tenure, causing disruption that can't be fired. Clean house and keep the best. We do not need graduate assistants and administrative assistance for every individual. Get rid of the overhead. If something doesn't directly benefit students, maybe we don't need it.

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No comments, other than streamlining here is way overdue.

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Good!

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Try to obtain the highest possible percentage of faculty proven acceptable in private sector experience.

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These recommendations seem like it will allow the processes to be handled by the best people/organization and streamlined to improve processes.

This just needs to be communicated efficiently and transparently.

I agree with the reports referencing of the use of more analytics in financial decisions, business decisions, education and research.

Please keep A&M affordable.

University funding should be clear and transparent so that everyone can see where the tax dollars and donations are being spent.

MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

can't say

I agree with the ideas. I have always told my colleagues that A&M is great at building building but terrible at operational plans. My experience at TIPS confirmed this observation, where the Texas tax payer spent millions on a facility that has run poorly since inception. Invaluable resources being under utilized due their entrapment by political battles, poor financial planning and operational plans.

Looks like a solid plan.

Agree

Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

I don't understand the issue enough to have an opinion here.

N/A

Finance experts at A&M DO NOT understand the new information concerning the value obtained from pollution reduction and Sustainability efforts. Therefore, Sustainability is kept on the back-burner while, in many cases, A&M leaders decisions are not fiscally responsible.

Like

The suggested changes make sense but it is worrisome that all business services aggregate up in reporting under the CFO. Seems like too much for one person to manage. Identifying enhancements in work flow will be extremely necessary.

Support

133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

Focus less on the optimal finance and business perspective.

Again, what is the question?

Agree with all recommendations

It's not a business. It's an institution of learning. You don't need to create more jobs, just better management. Any actual inefficiencies you'll find are probably related to the fact that TAMU is getting "top" or "leadership" heavy. You don't need more managers, you just need leaders.

It makes sense to mirror a centralized structure for business and finance if that matches to roles and responsibilities in effect across the university, but the unilateral nature of claiming transparency and efficiency is at least cause for some pause. There should be a significant amount of planning to mitigate any additional bureaucratic issues that may come

with a change of procedure.

Whoever is hired as CFO, they must be able to be big picture with strong reliance on what the downstream departments need. Accountability at all levels is a must. A micro manager will fail. One item that raises concerns is the ability for students to pay for their education. Many of the employment needs within the university can rely on student workers and I would suggest a greater emphasis in providing jobs for students. This helps with their finances and also provides much needed experience before they enter the real world. It certainly helped me greatly. Over-reliance on student loans kills a student's ability to make a living once they have left A&M. Luckily, I had a windfall about ten years after I left and this allowed me to pay off my loans. I can only imagine the difficulties now faced. Students should be discouraged from attaining degrees with no financial benefit unless they have a solid plan once they graduate.

no comment

None

Continue the good work

Operating like a corporation with a CFO and a CIO makes sense. P&L responsibility for each college/location is important, too; should roll up into one area that is reviewed monthly, monitored for trends with actions taken, etc.

The howdy portal is confusing and should be more user friendly.

With regard to finance administration, at this point in time, it would seem that a large percentage of your donations come from what you might call "the old guard". People in retirement, or nearing end of life as they establish memorial scholarships, etc. I know there may be some younger people who might be more liberal and diverse, but most donors are probably not. I am just surmising based on the donations made by my family, and from this current prospective, I would suggest that you might still need to appeal to their attitudes - love of the Corps, love of the traditions, etc. I have seen communications from other former students who were frustrated and angered by suggestions that statues be removed, or that buildings be renamed, etc. They are not bigots or racists, but are sentimental about putting pennies at Sully's feet. I have seen some that said they would no longer contribute as they had before based on consideration of these issues. I am sure over time, there will be change at A&M, but you have a long established set of traditions that are very important to some older former students, and if your changes are not gradual and respectful, there could be financial backlash. Also, bring back the Creamery! Surely, that could be a money making enterprise and support for the Ag students.

Makes sense to restructure this. It is so important to have a real system of checks and balances and that anything dealing with money should be centralized, not decentralized. Too easy to commit fraud otherwise, or use money unwisely.

A good program of educating each department of their funds & how they may get them spent is critical. A spelled out routine for allocating, bidding, ordering & receiving must be supplied to each employee to avoid errors that are time consuming.

Transparency to the former students and invested parties would be the main issue for those of us on the outside. Goals, budgets, actual spends, those may be available now but clear communication here invites partnership from a monetary standpoint.

I like the idea of moving Engineering Management to the Engineering Technology Department. ET was my major, which focused as much on management as on technology.

Agree with recommendations

None

N/A

No opinion

We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT

which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

See comments on Student Affairs.

More scholarships and less wasteful spending

I believe Texas A&M Foundation should retain ownership of Endowment funds. I believe there will be a large decrease in endowments if they are perceived to go into the University black hole of overheads and inefficiencies. With the arms distance transactions of endowing via the Foundation, there is more of a likelihood that Old Ags, like my husband and I, will continue to donate to TAMU, even though we left Texas long ago.

Yes, there are efficiencies in centralization of Finance and IT. However, every organizational unit should be provided funds and freedom to support certain finance and IT initiatives that would never get approved when stacked up against the entire university's list of priorities. So...recognize the inefficiency of centralization and allow for compensating processes.

Need more industry connections.

Payroll is never processed by a Human Resources department! It is always processed by finance or accounting. Donors definitely need oversight of endowments. However, A&M doesn't need to become some sort of metric based financial system to figure out which kinds of students and how gets them the most return for some money. That sounds despicable.

Stop promoting/prioritizing the job

No specific comments here.

no comment

Agree

none

I covered Finance and Business Administration earlier. Quite frankly, it should equal Engineering in importance if not in size.

I am not sure what category to place this in, but I am a graduate of the Mays Business School and I am so pleased that we have continue to maintain and increase excellence in our school of business. In that regard, I believe that finding the next Dean of the business should is critical to keep the strong momentum going, and would ask that be a priority for your administration. Thank you for your consideration.

Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

Ha ha, I work with our Finance folks. It is an inherently inefficient process. Thinking centralization will improve things, I'd be awful careful.

It seems that more time is spent raising money that keeping the University affordable

Agree with findings and the opportunity to create cost effective synergies.

none

MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

Agree with Finance and BA recommendations. Data analytics needs to be a primary focus in Finance because so much efficiencies and cost savings can be achieved here. Having Business Officers over each operating unit of TAMU will

obtain quicker response and provide a "boots on the ground" perspective for better decision making.

Streamlining and unifying supplies so that departments can utilize surpluses would be efficient and cost-effective.

Fine as presented

Finding #2 feels a bit like the review is saying there should be another review. How then do they make the recommendation in Finding #3 regarding matrix management? Shouldn't that be based on the outcome of the preceding item so that inefficiencies (another lean buzzword that is ill-defined) can be addressed?

Not a problem. Has lots of land and worth to sustain for years

May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. Regards, [REDACTED] Class of 2014

No comments.

I applied for 37 scholarships and grants and did not get a single one. I paid my way through A&M by having three part time jobs. Three years after graduation, I set the record for being the youngest partner in my firm's history and you know where my shout out went? In the bottom corner so that Michelle Obama's face could take up the whole page. Shame on you for pandering to the liberal agenda and for asking me for money for the past 15 years. I paid you, I overpaid you, and no one helped me. What have you provided me since I graduated? Nothing. So why would I donate anything? Perhaps your newly recruited EEOC candidates can help you contribute when they graduate debt-free.

no comment

## Finance and Business Administration - Other

Please provide your comments related to Finance and Business Administration:

N/A

Regarding recommendation 1, it is not certain that centralization will result in efficiencies. That is, the expected particular efficiencies are not described or defined. Are these efficiencies in service, cost, time, etc.? And efficient from who's perspective? Are these efficiencies for the institution, the colleges, the departments, the faculty and staff, or something else? Moreover, the dotted lines in the organizational structure are not defined. What does a dotted line mean? Does it mean awareness or direct supervision or something in between?

NA

BRANDING should not be the takeaway from your report. Too corporate and too much SEC. Not enough thought about ongoing and potential connection to our mission.

Very nice suggestions contained in this section. I will have to leave final input to the finance and business administration professionals.

n/c

none

As the [REDACTED], I want to provide the following feedback and information about the Libraries Business Administration: The Libraries has centralized and embedded the Libraries Business Services unit and staff within all aspects of our operations, project management, and organization. We have found this model to be highly effective and efficient and we are consistently praised for our compliance by FMO. Removing them will affect the efficiency and effectiveness of how we provide our services, programs, and initiative to students, faculty, and staff. A team of five individuals manages the entire business operations of the Libraries. This includes nine locations, 500 staff, faculty, and student workers, a budget of roughly \$45 million, and roughly \$25 million in endowments. The Libraries Business Services team is responsible for all contract approvals (and there are a lot in the libraries). The Business Services leads the University Libraries in compliance and ensures that all resources are spent appropriately using sound accounting practices and detailed financial analysis. Our Business Office aids 85 faculty members who travel. The office provides constant troubleshooting for travel, Concur requests, and budget needs. Does a dean of a college retain fiscal officer status if the individuals who manage the day-to-day details of the budget report to a centralized campus business unit?

I certainly believe in always seeking improved efficiencies and lower costs. However, based on my experience in managing large organizations, I suggest caution be exercised when making extensive changes simultaneously.

As a retired TAMU: tenured faculty member; masters program coordinator; endowed professor; research center associate director, University Grievance Committee chair, faculty senator & College of Architecture faculty senate caucus leader, I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

No comment.

- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose “blue collar”, “1st generation” and “make it happen” students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC’s influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC’s influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

1. Office of Sponsored Research is a critical activity, but is very bureaucratic and was not mentioned. Restructuring and efficiency is needed to better coordinate with the business units that manage contracts and corporate relations at AgriLife and Engineering. 2. Intellectual Property management was not mentioned and needs to be managed by each respective business unit by some general uniform guidelines. 3. There is no mention of an audit function. A major university president was recently fired because of misappropriation of funds by the VP of Finance. An independent audit function with access to all programs needs to be well funded and report directly to the President - not through the bureaucracy to a VP.

It's SHAMEFUL when reached out to as a parent I was brushed off INSTEAD of giving 2 craps about my son's assault by an Aggie football player in the commission of a theft while working as a student equipment mgr on November 28, 2020. That same player THREATENED him with bodily harm within the week prior when he came to the window and asked for equipment that was NOT issued to him. Utilizing threats and intimidation to get his "wish list"..... The lack of care, concern and violations of law just to bury/ cover-up run wide and far.

N/A

You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M

programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

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Pulling Finance and Business Administration under one roof could reduce duplication and waste. Separate entities for each college makes no sense.

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There are great public funding programs out there for academic programs supporting police and fire professional development/higher education. Yes this means, tuition exemptions for some students however the reputation payoff is far greater then for the school and additional funding opportunities may occur too with investment in these areas.

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Agree with this consolidation in order to do away with too many duplicated shared services. This in turn will hopefully provide better services to students and avoid the constant being redirected to other departments to get the information needed.

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carefully use your fortress resources to hold down tuition and increase access and affordability

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It's cumbersome.

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(1) While payroll is certainly connected with HR, its financial role, such as taxes, is very different from everything else in HR. It may be better served leaving it under Finance. (2) Having the business units in the other depts. report to Finance was recommended in the 1980s, but it never was implemented due to lack of trust between Finance and Academics, and there is always the desire to control things in Academics. This recommendation makes sense.

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Fair



## Q10 - Please provide your comments related to Human Resources and Organizational Effectiveness:

### Human Resources and Organizational Effectiveness - Faculty

Please provide your comments related to Human Resources and Organizational Effectiveness:

This office has been a mess for a long time. I am not well-informed about what changes are necessary. But I believe staff should be an integral part of any restructuring.

No opinion.

I have been extremely disappointment with the accountability of HR on several matters over the last 6 months.

Streamlining HR processes and procedures between Texas A&M Health and TAMU will be welcome

None

If this consolidation slows hiring from it's already slow pace, this will be problematic.

Not sure.

No Comment

At present, to contact HR on a number of issues, I must send an email to a general email service and wait for response from someone with whom I have never worked before, typically gives me a scripted response, and may or may not have the requisite skills to answer my question. On more than one occasion using this system, I have received NO RESPONSE AT ALL. In contrast, if I contact an individual directly via phone and can explain my needs, I receive much better service. An essential person in the HR system is our departmental HR liaison, who not only knows who to direct me to, but the questions that I should be asking. As such, I strongly disagree with the proposal to centralize HR services.

Please do not eliminate the HR Liaison Network--this is an incredibly important resource for faculty, staff and graduate students. To have persons in-house in the departments during times of incredible stress is really an essential service to your employees. To have knowledgeable and trusted persons able to explain complicated systems of for leave or the intricacies of retirement is a way to avoid errors and crucial misunderstandings. I have a similar argument against centralizing/consolidating IT. I know our IT group has some of the lowest response times. Find out what they do and how they do it and let other units know, but don't consolidate all of the IT people. I am concerned that cross-training employees is a way of saying that staff will be doubling up on jobs when their colleagues are laid off. In all of these cases, I would say that efficiency does not always equal effectiveness.

The centralization and consolidation of staffing outside of departments is going to have a large, negative impact. It's one thing to have shared services that span a couple of departments; but when you have a large department with unique administrative needs (like my own), I literally can't imagine how the proposed model will actually function. I think it's going to make it a lot harder to actually get things done.

p. 69 HR & OE Recommendation #2: Cross-training for all employees Well, duh, that should have been mandated years ago. Some units in individual colleges and administrative units have done this for years and their efficiency indicates this. Others have not and drag everyone else backwards and elicit complaints. This is an issue of leadership and administrative competency.

Eliminating the HR liaison network will leave employees without a local source of guidance and information when they need it most -- when they are sick, retiring, etc., and might further increase the time it takes to resolve urgent matters.

I personally prefer having access to in-house personal for HR. Our HR representative has been phenomenal, and having quick access to her was instrumental. I worry that moving a dedicated HR out of departments will lead to less transparency and more issues in finding answers to crucial employment questions.

I am all for supporting VSP programs or the like, but it has to translate into the hiring of new Tenure-stream faculty to replace them.

In connection with my role as senior associate dean of Texas A&M University School of Law, I, along with the dean of the law school, prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

I understand the need to centralize business policies and procedures such as that of University Payroll, HR, Facilities, and Student Affairs. I do not understand, from this report, where such centralization warrants merging colleges such as the College of Liberal Arts with Science. It seems that TAMU would be better by focusing on one centralization at a time. Measure that centralization's success and then consider colleges or other areas, but trying to focus on everything at once seems more problematic than it might be rewarding.

Proposed change is good

HR, especially with respect to faculty and researchers is specific to discipline. Having HR within the college – a person who is aware of ongoing issues has been tremendously helpful. Losing that expertise would put additional pressure on department heads.

Centralization of undergraduate advising is something that I am not supportive. This will reduce the efficiency of serving our students, will cause retention problems and staff retention will be horrible. Staff retention in centralized operations is ten times worse than none centralized operations in the university.

Will this involve actual movement of staff or simply of reporting lines?

I think student employment going there makes a ton of sense. I think that the Dual Career office in Faculty Affairs should come here also because that is where new faculty look for it . I worked at TAMU for 6 years before moving to COALS (still TAMU in my mind) and I had to do all new HR paperwork as if I moved institutions! This is insane. HR for COALS should stay the same as the rest of the university and not be treated differently as if it's somehow a new place because extension and research are overhere.

Strongly agree with more investment into leadership training/planning, etc.

Why would the university want to eliminate HR Liaisons? Again, why is centralization understood as an a priori good?

While centralization is a way to save money it rarely results in the department being efficient. SSC is one of the least efficient organizations and delays almost every project they are tasked with. When our college centralized IT it became and still is a nightmare to get anything done in a timely manner.

No comments

It is a benefit to have dedicated HR people for each unit, and this should not be centralized. The constant changes in hiring procedures, for instance, necessitate a close working relationship between units and HR staff that have a dedicated position. Many of these processes must be carried out in a timely manner and with staff that know the background information surrounding the issue. Centralizing this would be a mistake and would slow the ability to effectively deal with HR issues.

These are good recommendations

None.

Please keep the HR representatives in the academic units. Please also add more representatives in HR to help faculty with the retirement process and insurance questions.

None

Offices located in College Station do not know TAMUQ's specific requirements and needs in Qatar. This applies to HR and benefits/immigration knowledge that constantly changes, and Finance that processes reimbursements and assists with the mazes of COMPASS.

I don't have enough experience with this part of the University to have an informed opinion on these recommendations. The VSP recommendation appears to have some merit.

One stop never means one stop. It means bureaucratic red tape, inefficiency, inability to answer questions, lack of access, delayed responses, and more. DO NOT DO THIS. Let me go to a person in my department or college whom I know, who knows me, who understands my questions, and more importantly, why I have them. A person who is responsible for a limited number of people, not thousands of people who are nameless and faceless. If the university is

going to implement a VSP program, it must be both for tenured faculty members and senior APT faculty members for whom tenure is not an option.

None

none

The Human Resources Office like all other offices also should engage in a thorough operations review process to document the effectiveness and efficiency of an exhaustive list of functions. This should include stakeholder perspectives along with staff perspectives. This should inform the decisions in implementing change. These types of review also aid in the careful documentation of procedures allowing the training of new personnel and ensuring smooth transitions.

Simplify the processes, structure and bring some software. Have well trained professional staff and modern system. Make Deans and Head responsible for devisors and make them accountable for their actions.

Faculty and staff need to know the person that can help them with any problems. Dehumanizing this process is not a good idea. What's next, outsourcing to a call center?

I am not sure this would apply to Agrilife since we already have a common system that functions for the agencies as well.

How will this affect business offices in departments?

I fully agree with this part of the plan and hope it includes the Galveston branch.

I think I speak for most faculty in that I am concerned about any plans that look like they may erode tenure. There is nothing in the current description of VSP that does that, but I am triggered to think in this way whenever I see it.

Previous centralization of HR staff simply meant that the staff left behind had to take on additional HR duties they were not trained for and did not have the bandwidth to take on. Doing this across campus would make low staff and faculty morale even lower and you will lose more personnel. It also meant it was very difficult to get the attention of centralized HR staff and processes were constantly being dropped or mistakes were made because they were handed off from staff member to staff member in the centralized office. It was difficulty to get consistent, correct answers to HR queries. This added to the HR burden in the unit offices since we constantly have to check that hiring, review, compensation, and promotion processes are being carried out correctly.

Recommendation #1: Reorganize Human Resources and Organizational Effectiveness and implement a one-stop human resources service center. Having HR liaisons in the colleges streamlines the hiring process for the individual involved. Human Resources Office has a high turnover of individuals based on my personal experiences over the last two years. The office has not been able to provide accurate information for faculty retirees. Recommendation #2: Provide cross-training for employees. There needs to be a stable number of employees that can be cross-trained in HR. The turn over seems high there. Cross-training is currently done well in the College of Geosciences. Recommendation #3: Eliminate the Human Resources Liaison Network. This would be detrimental for the users. Having a close contact is invaluable for users. Recommendation #4: Invest in succession planning and talent management. This is an excellent recommendation. Recommendation #5: Invest in a voluntary phased separation (VSP) program for eligible tenured faculty members. This program has proved useful to freeing up faculty salaries by allowing faculty who have contributed for more than 20 years a desirable exit program.

I am deeply concerned about the integration of various units into "Human Resources and Organizational Effectiveness. Once again it appears that we may loose personnel from our College who are critical to efficient operation. It is, for example, important for Geosciences to have an Assistant Dean for finance and administration. Such an individual understand the issues in our College and assists with various administrative functions including appointment letters, and necessary paper work for consulting, conflict of interest, and a variety of other issues. I suspect a centralized office will not include individuals with the time and specialized knowledge to help with a variety of these types of tasks. This work may fall to the department head whose time will likely be increasingly devoted to bureaucracy and not academic leadership.

We have lost potential leaders in our college due to the lack training and succession planning. We need current administrators to be aware that there are talented individuals who can contribute to the University mission and who will leave if they cannot achieve their goals to help the university change in a way that reflects their generational cohort.

This is an urgent matter that should be addressed immediately.

The report misses the opportunity to recommend a staffing increase in HROE to deal with the current workload, let alone the increased demands being placed on that office (e.g. tracking who must be vaccinated to comply with executive orders, reviewing AWL requests etc). Without the HR Liaisons it would be catastrophic for colleges, departments, and programs. It is not clear how the reorganization will make things better rather than worse.

I think the VSP program is a tremendous asset. It would be good to see something from the College of Liberal Arts survive this potential merger.

Rationale #5 seems like a good plan to transition senior faculty to retirement. I would have liked more details.

No comments

Always beneficial to re-org HR teams to remove legacy actions and find new and better ways of doing things.

Same concerns as above.

nc

The problem that leads to excessive internal turnover is the fact that it is hard to adequately reward staff members for doing an excellent job in their current department. On many occasions where I tried to do this, HR refused the request, and I had to rely on a 1 or 2% merit pool to do what I could. Some people were happy with the fact that I tried to do something for them, but others, particularly those with families to support, left for other departments doing more or less the same thing they did for us, but for a substantial salary increase. Make it easier to reward people within a department, and the turnover will slow down dramatically.

As with facilities- there would need to be a point person for each unit to connect with... right now it seems that 20 emails are needed to get one question answered, someone else gets copied and the answer changes. It is very frustrating and not necessarily tied to the folks involved but a system that is inefficient. Hiring is harder than it needs to be and onboarding, especially for faculty, is so variable it is hard to know who is supposed to do what.

Again, overlap within colleges and departments.

Support. Standardization of training or clear places to go for information would be very helpful. I find the helpfulness depends on who you reach.

I am concerned about the evidence base substantiating the recommendations made.

Support Recommendation 1. Another sensible consolidation that will strengthen the university's operations. No opinion on Recommendation 2. Support Recommendation 3. There is a trade-off here, because we have an effective liaison in my department, but overall this move makes sense. We just have to make sure that in setting up grad student appointments, faculty summer funding, etc, that the centralized HR has the expertise to provide these services correctly. Support Recommendation 4. Investing in our people is a key need. Oppose Recommendation 5. The highly experienced faculty at Texas A&M are a great asset, and we should not support measures to accelerate their departure.

Centralizing units such as Human Resources may be helpful in some departments, but in other areas it will significantly hinder the work and success of faculty, staff, and students. More analysis, thought, and consideration needs to occur before any changes are made. There is value in having HR staff integrated within and easily accessible to units and colleges, resulting in efficiency and effectiveness.

No comments.

1. Human Resources Liaisons are the best conduit for bringing an understanding of HR processes to the faculty and staff who don't have time to work their way through a large and generic HR system. Eliminating them at the department level will lead to inefficiencies and more frustration. 2. The recommendation about the VSP is not well-founded enough to be implemented as stated in the report, and it also makes second-class citizens out of the many critically important professional track faculty who will not be able to partake in this effort.

It is better to not measure than to measure poorly.

Perhaps this could be better.

It is extremely unclear how many of the rearrangement components of this report apply to the Galveston campus. More clarity on this would be greatly appreciated. The report seems to contradict itself - it says that Galveston is doing fine and that it provides a unique experience for students; but then it also speaks of rearranging structures and centralizing authority within TAMU. How much of this applies to Galveston? The relationship between the college and the University has always been unclear. Some clarity on how the current president plans to address that lack of a defined relationship would be helpful.

The first experience of a new faculty or staff member is their interactions with HR. Organizational effectiveness, accessibility and messaging is important for new and existing talent.

I have had excellent experiences with HR.

I have no expertise to provide helpful comment on the proposed changes.

There are circumstances in which centralizing organizational structures can improve operations. There also are circumstances in which it does the opposite. The consultants' report does not recognize the possibility of negative outcomes. Since the most frequent problems faculty and staff deal with involving HR are related to the structure of the WorkDay system, this is likely to be one of those cases.

I am fine with the recommendations made.

I guess ok.

I concur with these recommendations.

"Invest in succession planning and talent management." Yes! I'm in Physics and Astronomy which has a number of older faculty but it seems like new positions are only available when someone retires. Making the new positions open a year or two in advance of faculty retirements would give new faculty the chance to benefit from the expertise of older faculty, and to take on a reduced teaching load so that they can get their research off the ground promptly. I've got no time off from teaching until next summer and a full 20% of my tenure clock is being spent struggling to get my local research programme off the ground half time.

This operation is completely inefficient. Almost anything you can do here would most likely be a net positive.

No comment

Learning technology and e-learning should be managed by IT.

The local resource of the liaison has been invaluable. The physical closeness to the department and their integration into the life of the department are key in their effectiveness. Faculty and staff can drop in for discussions or questions and get the support they need. Many of the proposed changes would decrease the human resources and organizational departments/offices' effectiveness by "siloeing" them in the way that the report tries to stop in other areas. Many faculty do not WANT a "one-stop-shop" as it won't be anywhere near where they usually go on campus. Having the liaison in the building and only very very occasionally having to physically go to another part of campus for human resource related things is much preferable.

Regarding Recommendation #1: Reorganize Human Resources and Organizational Effectiveness and implement a one-stop human resources service center I understand the need and desire to centralize certain aspects of HR. I do not see where the Libraries fits into this recommendation, if at all, but I do want to express my support for the HR unit remaining in the Libraries. They are incredibly valuable in our hiring, reclassifications, evaluations, disciplinary, and so many other processes and are always available to us for a quick answer when needed. My fear in centralization is losing the familiarity of culture and quick access to assistance. Regarding Recommendation #3: Eliminate the Human Resources Liaison Network. I again want to express my support for the HR unit remaining in the Libraries. They are incredibly valuable in our hiring, reclassifications, evaluations, disciplinary, and so many other processes and are always available to us for a quick answer when needed. My fear in centralization is losing the familiarity of culture and quick access to assistance.

I have general concerns about the centralization of services. We are a big place—the size of a mid-sized city. Centralizing advising, IT, and business services will make this place A LOT less personal for the student (especially advising—students need a person that they know and trust to help them make important decisions—having centralized advising will ensure

that advisers are completely unable to offer personalized services—they won't know the students, and they won't know the programs). One of the things that makes Aggieland special for students is the community, the friendliness, the personal service that they get from our faculty and staff. Centralization will destroy that. Centralizing IT and business services MAY be more efficient (depending on how one measures efficiency) but it will CERTAINLY be less effective for faculty and staff. As with advising, the level and timeliness of service is critical for the efficiency and effectiveness of my work as a faculty member and administrator. I can't wait days for answers to questions, which is what happens right now when I have to reach out to centralized services. When I can reach out to someone that I know in my college's IT or business office—who I know knows the answers—I get answers immediately, which allows me to continue my work. Not having that will make my research, and my ability to get things done administratively (P&T, faculty development, etc.) MUCH LESS EFFECTIVE. Let me reiterate—RIGHT NOW, REACHING OUT TO CENTRAL SERVICES RESULTS IN WAITS OF DAYS OR WEEKS (OR INFINITELY). REACHING OUT TO OUR IN-COLLEGE SERVICE UNITS RESULTS IN WAITS OF MINUTES, AND IMMEDIATE SERVICE. That is how I measure efficiency. I would like to recommend that at least one of the measures of efficiency be ticket clearance times, but my experience with University IT and Educational Media Services just this semester leads me to believe that clearance rates are manipulated—both units cleared my ticket by referring me to a different unit. The problem—not having a mic in my classroom—took 2 months to resolve. If the consultant is going to rely excessively on metrics, they ought to make sure those metrics are valid.

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No comments

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In a large organization like TAMU there is benefit to having someone familiar with the staff/faculty/students in a particular unit and being able to assist them with HR issues. The investments in succession planning, talent management, and a voluntary phased separation program are good ideas.

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I have no input on HR and Org effectiveness except to reiterate some of my other points above about the balance between efficiency and effectiveness. (i.e. sometimes the thing that should most efficient turns out to undermine productivity and effectiveness, specifically with respect to the power and value of personal relationships).

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I think the consolidation of local human resources operations in Colleges and Departments would be a disaster. Although this change may save in administrative costs, it will substantially degrade the service each unit receives from local human resource managers who know what the problems are in their own units and can quickly provide answers. There is no way to replace decentralized and effective service with nominally more costly and inefficient service. Recommendation #4 concerning talent management is important and there is merit if it is effectively implemented. I strongly agree with Recommendation #5.

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The findings and recommendations seem reasonable.

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I support Recommendation #5: Invest in a voluntary phased separation (VSP) program for eligible tenured faculty members.

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I have a question about process: was Human Resources and Organizational Effectiveness actually consulted when formulating solutions?

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No comment.

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No comments. Recommendations seem reasonable.

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Okay, so there is a LOT to unpack here. In particular, the document suggests reorganizing HR and cites The University of California as an example: "A 2013 report from Hanover Research identified human resources as one of three areas where consolidation and centralization are most common within university systems.<sup>56</sup> In 2012, the University of California moved to create a centralized HR division for the entire system and to house that division at UC Riverside. The university anticipated that this maneuver would save \$100 million.<sup>57</sup> The University of California at Irvine created a centralized services center in 2015 in order to provide consistency to employees and managers on the Irvine campus." Yes, this was anticipated to save hundreds of millions of dollars for the UC system, but did they actually calculate how much was "saved" in the end? Because the centralized UC HR system, UCPath was originally proposed in 2011 with a \$300 million price tag and was supposed to be finished by August 2014, but by 2017 had already cost taxpayers \$942 million, (\$640 million over the original quoted cost!) and was not even finished! Also, by the time they started moving to UCPath in 2018, there were many, many problems. My graduate student TAs encountered problem after problem after problem with this system. Some of them were not paid for 6 months, leading them to not be able to make their rent (most graduate students do not have enough savings to pay 6 months of Los Angeles rent if they're not getting

paid). Many of them did not have their health insurance that they were supposed to have. Some of them arbitrarily got overpaid, and then were told to give the money back, but then after they gave the money back, they kept getting hounded for the overpaid money (that they had already paid back), with one branch of UCPath hounding them with angry letters threatening to send debt collectors after them and another branch reassuring them that it was okay since they already paid them back and to ignore the threatening letters. For my field in particular, the centralized HR of the UC system has had particularly negative consequences. In mathematics, job applications are done on a website, mathjobs.org, which is efficient, run by a nonprofit, and very economical (only costs universities a pittance to have their recruitment/applications on mathjobs and, of course, free for applicants). It is extremely convenient for applicants and especially for their letter writers and references. The letter writers just have to upload their letter once to mathjobs and the applicant can use that letter for all their applications. However, since UC switched to centralized HR, our letter writers have had to upload letters separately for every single UC. (Like not just once for each applicant for the UCs in general, but once for UC Berkeley, then once for UCLA, then once for UC Davis, then once for UC San Diego, then once for UC Santa Barbara, etc. For each one, they have to fill out a form.) Nobody is sure how the UC's centralized HR system managed to botch this so badly. So really, I think in this instance it would be important to find out what the results have been for universities that have switched to centralized HR before following in their footsteps.

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I perceive consolidation of Human Resources and Organizational Effectiveness is to cut staff (RIF)

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Recommendation #1: Reorganize Human Resources and Organizational Effectiveness and implement a one-stop human resources service center.

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I like the idea of merging the payroll and Human Resources and student employment operations under a single umbrella. The divisions between these operations in the past felt artificial and motivated by individual power and resulted in a lot of wasted resources in shifting blame and finger pointing. However, all support operations for individual units cannot be handled out of a single unit. The institution is simply too big and complex for that. Larger units need local Business staff and HR liaisons to answer questions and provide guidance in navigating the complex systems of tools and processes, such as Workday. The typical supervisor does not know the legal and procedural details of hiring or handling an employee's illness.

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Currently, the system is broken. Central HR refuses to speak to faculty or staff directly, and instead the HR liaison (who don't know the answers or have the resources) act as the go-between. If central HR were actually willing to answer questions and engage directly, that would be wonderful. Note that we would still need business staff in the department, and it is not possible to centralize all payroll functions because each academic unit has certain specifications and restrictions on how they pay people, particularly graduate students.

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Recommendation #1 (Reorganize HR): could possibly result in less personalization among HR staff and programs

Recommendation #2 (Cross-Training): I support more cross-training in all functions at TAMU, but this requires adequate staffing, which has been in decline, especially the last year. People need to be able to go home by 5 or at least by 6 as well as have a vacation in which they don't have to spend their time working remotely. Recommendations #4 and 5 (Succession plans and VSPs): I am supportive

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Generally, HR is too bureaucratic and during COVID-19 times it has been difficult to reach people and to get answers and call backs. Thus proposals #1 and 2 are meritorious. I did not understand proposal #5 ... if voluntary and optional, then it may be fine. However, I question why APT faculty with 20 years should not be included (it won't be that long before APTs begin reaching such duration in numbers). The Prof of Practice subset (CoE -- n=100+) are often considerably older when they begin with TAMU, but something needs to be done to provide them with employment security (hence to enhance recruiting), and to increased succession planning when they leave TAMU.

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I would appreciate a more consistent user experience

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I agree that investment in succession planning and talent management is critical.

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I sincerely hope that any changes will improve timeliness of actions and response to faculty, staff, and students. The bureaucracy at our university is already overwhelming, and I am concerned that it can only get worse.

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There are huge benefits to having an HR person who understands our department. How has the impact on departments (by removing staff) been considered to date? How will this local support be maintained in a centralized move?

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Who ever said the world would be a happier place if HR ran everything? MGT, maybe, but I haven't heard that anywhere else.

Again, I am skeptical that centralized HR will be improved. However, I do support cross training.

Human resources ties directly to morale. If this is done poorly...we will be in a world of hurt. Please seek guidance from staff on how this should be managed.

We do need local HR specialists

This is not my area of expertise, so all I will say again is that input should be sought from all stakeholders, and in the form of genuine collaboration rather than some meaningless survey. Separating some of the HR process from some of the finance processes as indicated in the report will not be possible, so it is worth repeating that input from the experts on campus should be included as much as possible.

The most important thing pointed out in this section was the inability to promote people. All of us have to continually each others' good workers to get them a pay raise. This is not efficient and it is wasteful for the University. You HAVE to find some way to do better with career ladders, find better ways of helping us keep the best without them moving to new positions in other depts.

Having HR, finance, etc at the University level would hopefully put more personnel where they are needed - as well as getting more consistent responses. Streamlining processes would be desirable - most of the recent implementations (concur, workday, interfolio) have all seemed to add barriers and slow down processes, creating more work for everyone (it should take 6 weeks to rehire a student who worked for the Libraries less than a year before).

Human Resources lost my respect with the purchase and roll-out of Workday. I know people who work for Workday and what our HR program described as not doable, the splitting of our medical, etc., payments over 11 months instead of 9 months, is actually doable and done for other users of Workday. It is a shame that a computer program negatively impacts the way we live, instead of enhancing our lives. The people at HR are great.

I am concerned about this centralization. I can now easily walk into the office of one of our administrative assistants and get account information, pay invoices, hire students, and do many other things. I would want our Department person to be there rather than go see a stable of people and never get any continuity and talk to someone who really understands my needs. I fear that this will create more bureaucracy and be very inefficient. We desperately need to maintain some local control within a Department. Every department is unique and needs a local person. AgriLife did this and it is a disaster.

I don't like the dual reporting structures that this would create between the schools/colleges and the President's Office.

Our centralized HR has not been helpful. It is where things disappear. Twice I've had injury requests or disability requests that just are not responded to at the central HR level. Our departmental HR employees are very knowledgeable and helpful and actually do get things done. Centralizing this would make things more convoluted as we have people who actually have institutional knowledge in our departments and make processes smoother. Based on past experience, we need someone to talk to central HR who can get answers when we as the employee can not get them from central HR.

I agree with Recommendation 3 Eliminate HR Liaison Network. There is strong need for Recommendation 4. Succession planning is badly needed. Recommendation 5 VSP. Positive step but I am concerned about the sentence "The TAMU President shall have the discretionary authority to select participants, determine eligibility for VSP payments, and construe the terms of the VSP agreements." President and Provost should set guidelines but VSP should be administered by department heads and deans.

I would encourage keeping some semblance of the HR Liaison role in the departments as having department-level HR assistance is quite critical to DHs (and faculty) in promoting smooth and efficient processes - I have no doubt that some centralization of HR functions would be appropriate/valuable, but I also see the benefit of the HR Liaisons to help facilitate day-to-day HR functions in a department.

I think its important to retain some department-level business and human resources-related staff and expertise. Each unit has some special needs and circumstances that are best managed and informed by individuals who work with them on an ongoing basis, become knowledgeable about their various needs, and are easily available for consultation and collaboration. Overly centralized business services will create new inefficiencies as an increasingly generalist staff attempts to manage the varied administrative needs of the university's many units. There will be large and recurring wastes of time and effort for administrators, faculty, and staff as situations that can quickly settle into standard operating procedures among specialized staff must be re-explained and solutions re-discovered in a shared services



model.

Again - the problem with centralization is that those people are removed from the units they serve and therefore do not necessarily know or understand what the unit or department actually needs in that job role. I do agree that providing cross-training and career paths would be a welcome step forward! Many of these are business solutions that are suppose to be good, but from what I've heard from people working in those environments - they often end up stifling talent and moral.

can't comment

I think centralizing all of HR would be a disservice because of the diverse nature of the colleges and their needs. This could negatively affect hiring.

Please allow TAMU to hire/allow remote workers, particularly in Sponsored Research Services and Research Compliance. These organizations suffer from high staff turnover and often hire minimally qualified people merely to fill the position. Consequently, grant submissions and managing research compliance can swing from arduous, error-ridden messes to effortless, depending on whom you get. Further, once you find someone who is engaged and does good work, they are often gone before the next grant cycle or compliance deadline. Please allow TAMU to hire remote workers to access a broader talent pool and have better workforce retention.

The attention to the climate is needed to make sure the university is functioning while faculty and staff feel engaged.

Proposed centralization has to happen here. Very happy to see this.

My interactions with HR lead me to support any changes to HR.

Consolidation of business and support staff in AgriLife has also had a very detrimental effect on faculty. The result is that faculty have less access to things like HR support, and it is taking much longer to hire people. Based on the experience in AgriLife, consolidation of HR services at a high level would be a serious mistake.

Organizational effectiveness is unachievable in a system this large. The best that can be achieved is to ensure that roadblocks are minimized and that all of the new "efficient and effective" policies don't trickle down to more workload for faculty (the current status).

No comment

Higher education is about people, and the success of the university relies on employing and developing amazing people – students, faculty, AND staff. Please consider the efficiency and effectiveness of dotted-line personnel embedded in the units they know well, and please do not remove the human element in the spirit of consolidation and efficiency. HR staff who are located proximally to their customers provide far better customer service and also have a much greater sense of institutional pride. This is particularly true of the HR support based in the International Ocean Discovery Program who must support personnel on a 24/7 basis when they are working from the drillship in the middle of the ocean!

I support proposed changes in this section, but truly wish there was some opportunity for similar HR management across TAMU and the various agencies. I did not see much regarding hR and the agencies.

Too many good staff max out their potential within positions and leave to better paying opportunities due to lack of advancement opportunities in their current position. This turnover costs much more than paying fair market value for the staff as an incentive to stay in that position. This needs to be addressed.

The structure for handling the most essential issues -- insurance etc. -- has been well-designed, and Human Resources people are quite helpful in person. But there are many time-wasting demands -- sometimes crippling to research programs -- that come down from the System and university bureaucracy. The goal is often to protect bureaucrats at the expense of faculty, students, and staff.

I agree with the finding that having centralized, one-stop HR service center would be great.

Recommendation #3: Eliminate the Human Resources Liaison Network. This will be a disaster. If one implements it any little mundane problem will become a week-long ordeal. We all know what will happen. In order to resolve a small issue I, a faculty, will need to contact some central office. Which (in order to decrease the cost) will not have enough staff. So I will be put on hold or asked to leave a message or contact through a web service. As I am not a specialist in the area I

will describe the problem in terms that the person on the other end will not understand correctly. So it will require half a dozen of emails to clarify the issue. This is if I am lucky and the person on the other end does not change. As a result of a couple of such experiences, the departments will have to assign administrative personnel to deal with these issues. The net outcome of such a "reform" will be the increase of the administrative personnel in the central HR office and the additional money from the department's budget spent.

Please don't centralize business services or academic advising. It is important that the people in these roles are part of the unit that they serve.

-Streamline the voluminous position descriptions and tiers of human development at TAMU. It could be reduced by 75% and there would still be more to streamline.

Cumbersome and somewhat difficult to navigate but that may be the nature of large complex organizations everywhere. It could be worthwhile to seek outside assistance from a non academic HR consultant who has expertise in large complex organizations.

I don't know whether I understand the implications of the proposals, but one of the biggest problems I have faced at this university is the absence of competent administrative staff, and the assignment of too many duties to them. I don't know whether "cross-training" will make this worse or better.

No recommendations.

I agree with Recommendation #1 (one stop HR Center) and Recommendation #3 (eliminate the liaison network). I have taken FMLA leave twice at the university and both times were different depending on the HR liaison I was working with at the time. The process was not consistent and their understanding of the process was different. It resulted in me having to do FMLA forms over again because of misinformation that I received. Anytime I tried to contact "big" HR over at the GSC for clarification I was told to contact my HR liaison. There absolutely needs to be a central location for all HR needs because I have heard from colleagues in other departments that things like FMLA, leave policies, etc. are not applied equitably across campus. Centralizing HR services would eliminate the back and forth confusion for faculty/staff/students and ensure processes are completed appropriately and on time.

No comment, but agree that a common system for TAMU makes sense.

What a mess! Our most knowledgeable and helpful people in the Galveston HR office are student workers and one employee who used to be a student worker (who graduated with a science degree)! Absolutely the least helpful office on campus. Of course dealing with Workday is also a contributing factor. Our staff are told by various offices how to do something, and then someone in HR will say "no you weren't supposed to do that" with no feed back on how to fix whatever the problem is. Combining our HR office with TAMU's makes sense, but we still need local help.

I worry that removal of the HR liaisons will be to the detriment of divisions/colleges, given how customized everything else. Will there be additional work to standardize processes across colleges, so that it doesn't matter which HR person works where? (Or am I mis-understanding the HROE reorg?)

Promote wellness, healthy bodies not treating symptoms with drugs and procedures. The human resource is the human body not a government/university run health care system. This rush to equalness is a waste of time. The pie can't get bigger that is the mistaken belief of the changers of what has been working. A&M has always been different in that it finds a way to educate students without indoctrinating the into an ideology. Again it's the students not the university that matter. The students pay our salaries. We don't need to be MIT or Harvard where students are thrown out because of their political beliefs.

Mostly good to align all units

This level of centralization creates a host of it's own problems and eliminates much of our current advantages of a decentralized system accountable locally.

While it makes sense to centralize many support departments such as Human Resources, our faculty experience in terms of centralized fiscal operations related to research expenditures is that it does not increase effectiveness. A central fiscal department may work, but in-department fiscal assistants that are familiar with faculty research are essential to maintain a productive research enterprise. Centralizing those fiscal support staff results in losing touch with faculty members, creates long-wait time, and a deflection of duties and needs. Overall, this results in a decrease in faculty support to submit grant proposals and the effective management of existing grants. For example, working with SRS, a centralized research fiscal department is effective only when we have in-department fiscal assistants that are

knowledgeable regarding the specifics of our individual grants.

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HR needs designated personnel 100% devoted to the HR responsibilities of their unit. I believe that is your recommendation

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No comment.

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Please streamline the hiring process. I am adjunct faculty and my department has been working on full-time positions I could apply for going on two years now - Covid and the President's hiring freeze factored in - but they have the funding in place. However, the amount of red-tape my department has to go through is staggering, counter-productive and deflating. I have applied for other positions as well and have yet to get any sort of response. Or, I get a response 6-18 months, at best, after applying. My efforts seem to go into a massive void with no response or resolution.

## Human Resources and Organizational Effectiveness - Staff

Please provide your comments related to Human Resources and Organizational Effectiveness:

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I am very concerned about the recommendations for reorganizing HROE. IODP is an interesting organization with staff from several countries, and the nature of our work requires us to travel extensively and work remotely. Our HROE staff has become very adept at handling almost all of the needs of our organization and advocating for our staff. As a rule I think HROE is another discipline that can benefit from the use of technology and strong, centralized organization, so I am cautiously optimistic that the recommendations will result in a net improvement for most university departments, and possibly our department as well; but there is also significant risk that insufficient planning can result in degradation of service for departments like ours that have special requirements.

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Human Resources and Organizational Effectiveness: Finding #1, Recommendation #1: Reorganize HROE and implement a one-stop human resources service center. First, I suggest that Finance and HROE are so tightly tied together, that I would recommend to further streamline effectiveness, that HROE should report under Finance and Business Administration (the CFO). Having the both Finance and HROE under the CFO is the first step to effective and efficient HROE operations. Secondly, I highly suggest that removing individuals from the colleges that they serve would be problematic and cause further efficiency and effectiveness issues. However, I do suggest that better and more effective communication on processes, issues, and trainings are needed from central HROE. A weekly newsletter and occasional zoom I do not believe is helping the issue. Finance has developed a monthly meeting that occurs where finance professionals tune in and Finance addresses initiatives that are coming up, address problem areas, answer questions, etc. This has been very effective. Every college is different. It is imperative that "boots on the ground" individuals remain in place in colleges and departments to address the combined HR/Financial requests. Again, HR and Finance are so closely aligned that separating the reporting for those could create further issues. While I greatly appreciate all that HROE does, they have internal operation, retention, and training issues that need to be addressed before moving reporting structures from the colleges to central HROE. There are many ways that effectiveness can be obtained. Many of the delays experienced are due to TAMU not using the systems we have to eliminate redundant processes. Example: Workday can handle many processes that we are currently required to do off system. It appears with the implementation of a new system, we continue to do things the "old way", which creates many additional steps outside of the system that we implemented. I believe that working on central HROE and improve their efficiencies, communications, training, etc. should come before any other centralization efforts are made.

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HR Liaisons network should be strengthened, not removed. Further effort should be done to support compensation on par with other institutions and similar roles outside the university. The suggestions of working on talent retention and increased benefits and pay should be improved. Finding someone to talk to in HROE is difficult enough. They do not feel like advocates for the rest of staff.

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Inadequate HR results in lawsuits, retention, and quality issues so this may be the one area that benefits most from lean centralization. Siloed HR leads to expertise not being leveraged and policy not being followed. HR Liaisons create an environment of part time responsibility in a place where full time professionalism is required. Succession planning and talent management would be highly appreciated especially amongst staff members. Voluntary phased separation should also include Administrative staff.

It would be really nice for HR to be responsible for HR functions like ADA and FMLA. Most HR liaisons in academic departments have many other non-HR duties to go along with their HR duties. It would also make more sense for academic advisors to be tasked with Campus Security Authority (CSA) duties instead of HR liaisons. I am concerned that employees and prospective employees will experience long wait times if they are forced to call or e-mail a centralized HR center for all their HR questions. Since hiring/reappointment/termination decisions are made at the department level, it seems like a centralized HR will create a bottleneck during peak hiring times (like August - September). Hiring and reappointments for each new academic year take over a large portion of departmental HR/payroll activities at that time of year, but it is very cyclical and short. We need to make sure that we take care of our new hires and not create delays for them in receiving their first paycheck, relocation allowance, or benefits coverage. We definitely do not want them to feel like they are just a number in a queue.

With all due respect to the staff, who I'm sure are lovely people, the fact that Flourish exists is a direct insult to every department that has been prohibited from providing cost of living raises or hiring to fill essential vacancies during these past two years. The general inefficiencies of our HR are mind-boggling. A PostDoc position that is fully grant funded (does not impact state budget) and has been vacant since June was not approved for posting until mid-September. To the best of my understanding, we are \*still\* waiting for HR to give us permission to interview the two candidates that applied. The request for permission to interview was issued more than a month ago. I have seen student worker positions take multiple months to get fully processed/onboarded - and that's after the 1-2 months it always takes to post the position and then get permission to hire after the interviews. It has never taken us more than a week to get all potential candidates in for interviews, and we usually have our choice by the end of the last interview. But we wind up waiting a week to officially extend the offer, and then 4-6 weeks for them to actually be able to start. One of our research partners has given up on hiring students entirely, they have only "volunteers" in the lab. This is naturally very illegal and drives security nuts because we wind up with badge access doors getting propped open all the time, but it's what happens when you have students who want to work in a lab and a PI who wants to train those students and an HR department that takes half the semester to do literally anything.

The one-stop HR services center is one improvement that should help to improve or negate negative feedback in the future. I've been cross-training student workers to prevent gaps in tasks for many years and approve and highly recommend we do this as much as possible throughout campus.

It is critical that some communication arm of HROE be left in the units/colleges/departments.

While I can understand the need to centralize HR, I think this needs to be done with care. There are many HR units, such as those that support the Division of Research, that are functioning well and meeting the needs of the faculty and staff. Centralization should focus on improving efficiencies (e.g., consistent processes across campus) while maintaining the functional systems/working relationships that are already in place.

1) Departments still need HR Liaisons to coordinate processes and advocate for employee needs. HR Liaisons are trained as HR Generalists. Employees speak more openly with people they know, and it takes time and intent to achieve this in a work environment. Who will be on the spot for First Reports of Injury, Title IX reports, or to help an employee through a spouse's cancer diagnosis? Who can speak with a supervisor about stress-related job performance and the need to help the employee through difficult periods? We must have personal contact with employees to be effective administrators of HR benefits. The centralization of all of HR would inevitably create new inefficiencies. The university could also be exposed to new types of law suits during this social climate that demands greater sensitivity from our large organizations. 2) The expansion of new business staff in the past few years may be related to the implementation of Workday. Our department, while managing an ever-growing workload, was overburdened by the change to Workday. We can never recover the productivity levels enjoyed under our legacy program even though we are now well beyond the Workday learning curve. While the necessity to change to another software system was obvious, it came at the price of efficiency. My department increased admin/business staff by 25% to accommodate the additional workload. 3) Some administrative processes within the university are being duplicated and there may be opportunities for consolidation. Centralizing Workday tasks could result in a cost reduction. Many Workday processes within recruitment, hiring, and onboarding are unnecessarily long due to the software architecture. These tasks could be handled in a central office, rather than at the department level. While those specialists would still work closely with the departments, it might reduce costs to have Workday tasks performed by those who are best trained and who work in the program every day. This also eliminates the additional time department users need to continually relearn changing process steps. 4) Due to the limited employee pool and the current social climate regarding the work, AWL and remote work options must

become viable tools. We agree that rules and processes must be governed at the highest level to protect the university, but it would greatly help if employee decisions, such as AWL or remote work, could be made at the department level (similar to flex schedules). Local administrators can determine the benefit of allowing employees to work from home or in alternate locations. Though the current HR Central leadership has voiced support for an “everybody back in the office” approach, the pandemic revealed the efficiencies of work-from-home for our department. We became a more productive workforce during the pandemic, even though 85% of our department worked continuously outside of the office. Returning to the office after fifteen months of working from home, there is now new resentment from many staff for being “forced” back into the office. Our knowledge-based workers have proven themselves capable of high-performance and accountability amid a flexible schedule. We hope for the discretion to use AWL and remote work as perks for a job well-done, as well as having the ability to help lower performers develop their skills in the office. 5) There could also be a cost savings to the university when employees work from home. In such cases, the employee accepts the burden and responsibility of the costs of the work environment. The office footprint could be reduced with AWL and remote work. Departments might share or reduce space in the process.

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See comments on decentralization recommendations from the last PWC report under Finance and Business Administration.

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Morale has been low since the report was released. TAMU employees are stressed out. The proposed changes are daunting. Many people feel confused where they fit in TAMU. Human resources liaison provide important services. Do not consolidate. Cross-training is not that good with a university this large. The registrar's office is struggling with their one-stop center.

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I agree very much with the effort to recruit and retain top talent. However, I worry that much of the consolidation suggested in other parts of the report actually works against this goal. There is a feeling that staff and faculty will have increasing burden, rather than support -- and I believe we're already seeing faculty and staff turnover, as a result. That makes me very worried about the amount of work that will then fall on the rest of us.

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I support a university centralized HR model; however TAMU HROE must elevate their expertise before centralization can occur across the university. We get conflicting answers and guidance to processes frequently. The mechanics of the implementation and structural hierarchy is critical. One concern is that the report does not speak to some HR staff being left in their respective locations. While a “one-stop-shop” makes sense for some HR functions, there must be some representatives left in their respective locations. Faculty, staff and students seeking HR assistance must have access to reliable experts or remaining administrative staff will be solicited to help with those inquires. While it makes sense for HROE and Payroll to be merge into a single reporting structure, there is a financial/budget component to Payroll and separating that part from Finance is not in the best interest of the university. Faculty have access to several sources of funds and aligning effort with their budget must be addressed. I also believe it to be more ideal for HROE/Payroll to report to the Vice-President of Finance and not the Chief Operating Officer.

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How can "eliminating the Human Resources Liaison Network" "increase communication and efficiency for employees/customers" -- the point of the network has been to INCREASE communication and efficiency. I do agree with consolidating Flourish into a Wellness Engagement unit.

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The centralization of Human Resources is necessary. It is too difficult for employees to contact a resource that is supposed to be here for our protection and support. During a particularly rough time in my last department, I was told to go through our HR liaison to get in touch with my HR representative. In an already toxic situation, to have to go to someone in my office to get to a resource for my protection was a barrier to entry and hindered my ability to contact HR. With HR being so de-centralized, processes are not the same and outcomes differ greatly. When I was told that “the process we are using has been approved by HR” during an internal promotion, there was no way for me to verify this or seek guidance on the process. Employees need to know how to contact HR, the processes and procedures, and scope of care. In the current system, this is not being done.

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There should be mini-centralization of HR services across campus but direct reporting to the HROE is not necessary. Small units across campus struggle with their HR services because the unit is too small to justify having more than one person assigned to business services. This creates issues when the business person needs to be out (say on FMLA) or this position experiences turn over. The new person will not receive adequate training if they are the only person in the unit responsible for business services. Another struggle units across campus is a lack of true HR positions. Instead, financial business personnel are given an HR Liaison designation and expected to conduct HR duties with minimal education, training and experience. HR Liaison duties should be stripped from financial positions and replaced with an actual HR

Business Partner. HR services can be consolidated in a college (as opposed to each dept having their own HR person) or for multiple units in a non-academic division. This will allow the mini-centralized team of HR personnel to capitalize on shared expertise and to provide departments with a more consistent delivery of services, data, and reporting. This also allows the HR services personnel to be close to their customers and advocate on behalf of their needs. Centralizing to HROE will negatively impact the engagement/relationship of the customers the business services team will be servicing. Reporting to the HROE removes accountability to their assigned units and decreases the level of customer service the business services team feels they need to provide to the unit they are servicing. In the past HROE has struggled with wanting to gatekeep information to remain the Subject Matter Experts in order to be the "be all, end all" of HR services for the university. While there is a need to have approvers to maintain compliance, this mentality has stiffened the university's ability to truly capitalize on the strategic services an HR organization should be providing. Centralizing HR services will only increase this issue for the university and the other depts throughout tamu will be the ones to suffer. Recruitment efforts should also have a mini-centralization over being centralized to HROE. It is essential for recruiters to have a close relationship with the units they are recruiting for. Without that close relationship, the recruiter risks hiring someone who seems to be a good fit on paper but they actually do not have the soft skills or cultural fit to be successful in the hiring unit. Centralizing recruitment to HROE will move the recruiter too far away from the hiring unit to maintain the close relationship needed to be able to assess a candidate for a good cultural fit. Poor hires due to this type of lacking relationship will lead to a sense of alienation and possibly create conflicts between managers, staff and the fully centralized recruitment office. Mini-centralization, such as Academic Affairs Recruitment Office (AARO), has been highly successful in providing exception recruiting services to hiring managers.

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I strongly disagree with the proposal to eliminate the Human Resources Liaison Network. I think the data in this section of the report is incorrect and that there is a not an understanding of what the HR network does.

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All HR responsibilities should be within HROE to include Faculty and Research Titles. Workday should also turn on the academic portal.

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There should be an easier avenue in regard to HR. Although IT has a liaison it is typically difficult to secure information, and sometimes when directed to university HR - either no information is provided, provided in a timely manner or given at all.

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I support all recommendations.

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HROE arguably needs to be the most innovative and progressive unit on campus. Texas A&M University is a difficult institution to recruit top talent to, particularly on the staff front. This needs to be a priority of HROE and the university, or we will never achieve the preeminent potential laid out in the MGT report and that lies in President Banks' vision for the university. We need more from HROE on all fronts. We need HROE to be a partner with us from the onset of position conception to ensure we can both recruit and retain talent at Texas A&M University. And we need to think about how COVID19 has allowed us to think differently and more boldly about our relationship with work. People want to work, but not in a 2019 environment when they know they don't have to anymore. Metrics needs to drive our actions. We are losing people. We need jobs reports each month made publicly available. TAMU has the global expert on this phenomenon we all are impacted by in the Great Resignation. Why are we not talking about this openly and inclusively to discover the low-hanging fruit that we can harvest right now to overcome the challenges we all face in retaining talent. Please ensure HROE has all the resources it needs and then some, and that the leadership is ready to be a bold and innovative leader. Then please ensure the organization has the capacity to prototype, study, monitor and evaluate, and scale innovations in workplace trends so that TAMU does not get left behind.

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This is a university-wide operation and should be managed in a way to ensure that Texas A&M University HR information is communicated in a similar manner.

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I agree with the lack of upward mobility and clear succession planning for staff and faculty as a whole. I believe the high internal turnover rate is due to staff not receiving title promotions and raises or being able to advance in the office structure. The only way to advance seems to be to apply for positions elsewhere on campus or even externally. There needs to be a more clear career ladder for all areas, and promotions and raises should be considered regularly to reduce turnover of good employees.

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My only concern is losing the very real need there is for dedicated HR support within Units. Trust and confidence is something that is built through relationships with individuals so while I am supportive of centralizing HR, please be mindful of the great benefit there is to having someone I can trust with issues that is both tied to and understands me as

an employee and manager.

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I support the idea of a centralized office but with sections that cater specifically to specific colleges (eg. professional schools, such COM with complex accreditation requirements).

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Centralizing HR seems reasonable. The current structure has many inconsistencies and adds unnecessary costs to the university.

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Questions & Comments: In a time identified by an A&M faculty member called The Great Resignation, which has been discussed at length across the country, centralizing HR would be detrimental to the trust and retention of the employees at Texas A&M. Building a “one-stop human resources service center” (p. 65) sounds less accessible, as well. HR liaisons have built trust with their teams, and if moved, those relationships would dissipate. HR liaisons are a proactive and preventative approach to retention, without this in place, we will see more employee disengagement and disenfranchised attitudes.

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As an HR Liaison, I cannot express to you how detrimental eliminating the Human Resources Liaison Network would be. Centralizing HR is not the answer. The current Division of Human Resources and Organizational Effectiveness is already struggling to accomplish the needs of the University while having the help of the HR Liaison Network. They also have very limited interactions with the day-to-day employees at Texas A&M University. HR Liaisons work directly with the employees at TAMU. We understand how our actions, policies, and responsibilities affect our employees, and our goal is to serve our employees and department. HROE is a great benefit to the University, and it is necessary for HROE to exist. However, if HROE were centralized (with no HR Liaison Network), the employees of TAMU would suffer because HROE does not have hands on employee interaction. The work of the HR Liaison Network would not go away if HR is centralized. It would just leave departments with HR-specific needs without an HR-specific individual trained in those specialized needs to handle those tasks OR have the same people handling the needs but making their job much more difficult and routing processes through unnecessary channels for their responsibilities to be accomplished. Also, as someone with human resources experience, I can testify to the fact that human resources handles a huge umbrella of needs. HR Liaisons are able to handle many needs TAMU employees experience. When needed, we are able to directly contact HROE, Payroll Services, etc. and get things accomplished. A "one-stop human resources service center" would require all of the specialists at TAMU to be involved in the one-stop operation. If these specialists were involved in the one-stop operation, the day to day operations as they currently exist would be negatively impacted because it would remove the specialists from their current responsibilities or cause them to also have to handle walk-in needs which would cause them to have to stop and go on their current responsibilities.

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Streamlining the HR process would be highly beneficial. The current time it takes to get a staff/advisor position posted and hired is ridiculous. It should not take months.

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The degree of Technology Management needs to stay in the College of Education. The degree could use some improvements but the best place for the degree is not in engineering. There needs to be a degree that teaches the future the ability to manage technology. As we move forward, there is always more technology coming out and the role of IT will be changing. This degree has so much potential in it and I believe that the potential will be ruined by moving it to engineering.

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I agree with the comments in this section. It has attempted to rebrand itself but provides little value to me.

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Dotted lines put people in the position of answering to two bosses.

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Identifying how to align Galveston services (such as HR, IT and MarComm) into the overall University umbrella should be balanced to avoid the loss of local knowledge, perspective and (in some ways) authority. Because of the nature of what HR does, I might suggest a dotted line to the unit in College Station rather than a command structure that excludes the Galveston Chief Operating Officer and Vice President.

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HUMAN RESOURCES AND ORGANIZATIONAL EFFECTIVENESS Pg. 68. In a similar manner, Human Resources and Organizational Effectiveness Communications is best enveloped into the university's central Marketing and Communications division. As long as the communication continues after it is moved to a different department because it is vital communication to all employees. I am concerned that if this information isn't coming directly from HR to employees there will be loss of critical detail. Pg. 69. These liaisons work as part-time HR support staff, while another percentage of their FTE is spent performing additional administrative support functions for the departments where they are embedded...Eliminating the Human Resources Liaison Network will improve accountability and customer service

across the organization. Current HR liaisons will have the opportunity to become full-time HR staff and provide adequate support functions. This is a false statement. Most HR Liaisons are not part-time HR support staff. The majority are actually administrative support only and have had the title of HR Liaison dumped on them with little to no HR training or skills. The idea that these employees would be given the opportunity to become HR employees is absurd because most lack training or experience in an HR department. Also, if HR Liaisons became HR employees, who would do the vitally important administrative work for all departments? In addition, there seems to be confusion over HR employees, HR Liaisons, and the HR Liaison network. In many cases, HR Liaisons are department administrative staff who submit paperwork to the HR department and forward HR communications to department heads/staff. The HR Liaison network is a newsletter that is really helpful for keeping up with HR programming and changes in HR processes. Pg. 70. This could include the implementation of a student employee program to assist in meeting succession planning objectives. Unfortunately, this would not work for the professional programs outside of training for faculty positions. The education professional students are receiving is highly specialized and they would be unlikely to work in non-faculty positions in the college after graduation. Pg. 71. To invest in recruiting and retaining the most talented faculty and staff at TAMU, the current leadership should create opportunities for professional growth and development to ensure that TAMU promotes its most knowledgeable and functionally proficient staff. I think it is important for development opportunities to include learning outside of the staff's current field or position. For instance, I have no interest in continuing in my current job field and would very much like training in strategic development and policy creation. This could also open up opportunities for staff in other areas and help with succession planning objectives.

The former [REDACTED] informed the division that he was talking with the MGT auditors and steering them toward goals that he wanted to move HR forward at TAMU. Unfortunately, the auditors listened because these recommendations don't begin to address the main issues with HROE. The former [REDACTED] wanted to have a one-stop human resources service center. In his mind, the issue with HR was that it wasn't centralized. I would like to offer that it is centralized. All of talent management, benefits, classification and compensation are all completed centrally and the service isn't great. Let's take class and comp, we can wait 4-6 weeks for a reclassification to go through. You submit it and then it sits in a queue until the manager of class and comp assigns it to an analyst. Then it takes another 2-3 days to get the feedback before it's finalized. Ultimately, a reclassification sits with 4-6 weeks of non-value added waiting time. How does centralized services solve this issue? We'll just all be in one place entering in reclasses and waiting for stuff to get done. It doesn't address the true problem. The issue is HROE's processing is inefficient and they need to go process by process to identify where improvements can be made. In addition, they need to leverage technology such as Laserfiche to improve efficiency. We use Laserfiche in AABS and it helps to standardize processes and increase turnaround times. Another issue I have with the centralization of human resources into a service center is that it doesn't address the poor customer service. In fact, unless the objective of centralization is to save money, then it isn't an effective strategy. The cons of centralization across the industry is the reduction in customer service. If the improvements we need to make are based on decreasing costs then centralization is definitely something to consider. However, as I have stated, centralization isn't the issue with HROE, it's inefficient processing and poor customer service. A centralized processing center removes the HR person away from their customers and reduces the ability to give the white glove customer service that all of our employees deserve. In recommendation #3, it is suggested to eliminate the HR Liaison Network. I partially agree. I don't believe it should be eliminated but reimagined. I believe that HR and Finance need to work together like we have modeled in AABS. HR should partner with Finance to create "centralized" groups across the university that have dotted line reports to their respective homes. These HR "liaisons" are actually given titles as HR Business Partners. Instead of letting anyone have an HR Liaison designation, the university would recruit for HR professionals to serve as business partners and provide centralized services to a group of departments. The biggest problem with the HR Liaison network is there are too many "HR Liaisons" who have no business working in an HRIS system like Workday. They have no training or idea of what it means to work in HR and no dedication to the profession. The other findings, I support. We need an investment in talent management and succession planning and an opportunity for employees to be cross-trained. I would like to offer that the voluntary phase separation program should also exist for staff as well as tenured faculty.

None at this time

More admin/business staff need access to workday, even if view only to do their jobs effectively. Please do not take away access users currently have. What used to take 2 hours to hire fulltime staff, now takes about 3 days. It is at least a half day to hire student workers due to all of the before hire, during hire, and then onboarding processes. Workday roles



for payroll processes are listed under HR, if trying to reduce users, may need to create a payroll liaison role separate from the HR liaison role. COM/HSC has to obtain approvals outside of workday to just turn around and route through most of same approvals in workday, causing duplication of work at several different levels.

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I have been at TAMU for 22 months, the hiring process takes a while. Opportunities for improvement.

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N/A

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Centralizing HR would be a major problem, as people "do business" with people they like. Knowing that the DRL HR Liaison has our back and is willing to go the mile for us helps us be more productive, rather than worrying about a problem. Human Resources is about HUMAN resources, and that is built on trusting relationships. Eliminating the liaison network would limit accessibility of people to much needed help.

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Salaries are greatly outdated and have no bearing on the cost of living in this area. As one of the fastest growing areas in Texas, with the cost of living increasing, and the value of properties shooting skyward, the old salary grades used are all well off the minimum baseline for salaries. OR Job positions are using the wrong Pay Grades and need to be reengineered. However the prior is more the case. Home values in 2010 were around the \$180k mark. Now they are at the \$280k mark. An increase of \$100k on average for homes in our area. Our salary grades absolutely DO NOT reflect that change in cost of living expenses in this area which closely resembles Houston as our closest major city. When research the correct salary amounts for a position, Houston has the best realistic comparison. The inability to create a pool of candidates that can be used for multiple jobs at the same time is a major and time consuming hindrance. Even with jobs of the exact same title in the same department, candidates must apply to each job individually to even be considered. Instead a pool of applicants for multiple positions should be available and be able to have candidates slotted into any position. Those candidates that are not chosen should be in a pool/warehouse of campus candidates that may apply or could be recommended to other departments or colleges for positions within their area. This would eliminate the need for an applicant to have to resubmit a job application for every opening if they even find those open postings. Personal HR liaisons that work for and with groups/dept./colleges should continue to exist as the HR environment needs to have a good grasp of how these different entities work and their staff associations. If they have a different chain of command that doesn't affect their in depth and personal knowledge of each unit, then that's ok. In short, once an HR person is assigned to a unit, don't move them around without a strong justification. Onboarding and exiting needs to be automated down to the department level.

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As a manager, HR is currently unresponsive and difficult to work with. The hiring and onboarding process seems to change every time a new staff member is brought on board. And terminating incompetent employees is impossibly difficult. Centralization into a "One Stop" HR unit might resolve some of these issues, but it might also make them worse if it results in less HR staff in the name of streamlining and funneling money elsewhere. The greatest barriers to staff recruitment and retention are low pay, lack of opportunity for advancement, and feeling unappreciated/undervalued. Increasing pay and opportunities to advance through career ladders and an organized professional growth model would help tremendously.

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I think it is beneficial to have the HR representatives in many offices or departments across campus and long with the salaries to support them. Wherever these staff members are housed, they must follow University policy and State and Federal law. I am concerned staff might not have ready access to an HR person when they need to.

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I hope reorganization will help this very important unit to complete their mission in a timely, consistent manner, particularly in regard to Finding #2. However, I am not sure doing away with the Liaison is a good move. Our former liaison was incredibly vital in helping us navigate the HR waters and is sorely missed now that he has moved onto other duties.

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The University Libraries system works as a well, system. And it works well. Business, Marketing, Facilities, HR and IT are all embedded in the library model and we work as a well oiled machine. If it ain't broke...

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Human Resources and Organizational Effectiveness should work with the Faculty Affairs Dual Career Program to ensure not only faculty partners are provided assistance but research and staff positions as well. Although some of the research positions are equitable to faculty they are not titled faculty.

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Recommendation: Invest in succession planning and talent management This recommendation should be applied to other areas of campus as well to maintain/direct resources that will meet future goals. For academic advising, we do not provide enough resources and personnel for succession planning.

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I fully support centralizing all human resource operations to the Division of Human Resources & Organizational Effectiveness.

Again, what is the goal of these departments? Is it to create more bureaucracy in an attempt to regiment and treat all areas exactly the same - even though each academic area is different or is it the purpose to serve each academic area with its' needs in a thoughtful and adaptive way.

As I stated above, I worked in HR in the legal field for 10 years and HR at A&M, well -- it's a mystery to me. I suppose they are mainly paper-pushers. But I do have a complaint of failure that affected me in a negative way. In order to learn about the retirement (TRS) and process, because it is very different from the private sector, I attended no less than 5 meetings which were supposed to explain how, why, when, what to do, etc. I asked questions, because important decisions had to be made. I own property in Brazos County, a number of acres. Someone single who arranged to purchase, qualify for an agricultural exemption, get fences built and cattle on the place within the 18 months requirement - well, I look under rocks for possible problems before they occur. When it comes to the explanation of monies, when one can retire, the Rule of 80, etc., etc., I, and others as well, were given erroneous information - not once, but at two different retirement meeting a year apart!! When a coworker told me I had it all wrong I decided to call TRS in Austin and with the most elegant simplicity she explained how it worked - which surely showed me that A&M HR had no idea how to explain things in the most simple of formats. In addition, they always discouraged us from calling Austin, "they're too busy for phone calls." That wasn't the impression I received either one of the times I spoke with them, there was little wait time, and they were incredibly helpful. I contacted the HR person via email about the erroneous information and she didn't respond back. After two weeks I mentioned to my supervisor that I was putting off retiring for another year because of the information I had discovered and mentioned that the HR person had never responded. Coincidentally, the HR person responded to me later that afternoon, by denying to me she'd ever discussed that part of the TRS package. So either they are very understaffed, or under qualified for the tasks they do.

HROE doesn't currently have the space to add all these people or services. We would need our own building somewhere, or at least more space.

Finding #1 – with respect to this finding and clearly understand those staff who have split functions. I am curious if it would not be best to certainly only move those smaller departments or create a service area in HR for smaller departments. However, those departments who are larger maintain their own HR liaison – Food for thought. Reverting back to items mentioned under Finance and Administrations some of the positions in HR and Business or sometimes if they are one of the same work closely together particularly during phase II budget. I would be curious how this task would be handled or is this part of where Payroll is moving under HR and this will be entirely their function? Finding #3/Recommendation#3 – This makes sense. I compare this to the benefits office that used to exist and over the years has become more automated. If well thought out and the right tools in place this could work. That area has always been very centralized and what is nice it allows for more anonymity or being objective on matters rather than the HR liaison knowing all the staff in a department. Finding #5/Recommendation#5-Why is this not offered for staff too? I have only heard of this offered one time for staff.

I support the suggestions in the report

I concur with the recommendations of the study

No comments.

Will faculty hiring be handled by HR or will there be a staff member in the department that will continue to handle faculty hiring? Will HR have a dotted line of reporting to the unit they serve like what is being proposed for Finance and Business Services? How will the communication work between the departments and HR/Payroll when account numbers need to be changed for salaries or when faculty summer salaries need to be processed. Will the business staff continue to have access to Workday in order to run reports for budgeting purposes?

I do not agree with the proposal to remove the HR Liaison. IT has some very specialized needs for HR and we need to have an assigned person we can always have access to. At present our HR liaison is fabulous and I would hate to see them get lost in TAMU HR. Typically not TAMU HR does not have enough personnel to handle direct questions and it can take days if we are lucky enough to even get a response. Whereas our local HR is always available for questions regardless how tedious. I feel it would be a significant hardship to lose our Liaison office.

Having worked in two departments in the last 2 years I found that neither place had a similar structure at all. Experience

at one department was not useful when dealing with the other for some basic things. I support this entire plan completely.

Making HR independant will help. They are the gate keepers of whether employee rights are being protected. Keeping them out of the local org chain of command frees them to do that.

If we are indeed consolidating, I just hope it is clear on what our new role will be with Human Resources. I am not worried about change, I welcome change, as long as it is clear what my new role will be. I also hope that my current department will continue to have access to a Human Resources Liaison that will be able to answer their questions in a timely manner. I feel that our employees deserve and appreciate that.

Centralization is bureaucratic speak for getting rid of people, as manager I rely heavily on HR liaisons who are overworked. Please don't make a bad situation worse by decreasing HR staff.

I have just this to say. My HR connection is a bookkeeper who has been charged with HR tasks. I do not have someone who can advocate for staff in our department or who knows diddly about HR. This model is inane and simply modified. The university should correct this problem. HR at TAMU is known as a joke...not because of the hard working people, but because of the structure.

looking forward to the changes coming.

This also makes sense. I think it will give staff greater opportunity for promotions and career ladders.

HR was consolidated many years ago and it did not work. That was the point of creating HR liaisons. Do not make the same mistake

I agree with the proposed restructuring.

I am sure, on paper, that it looks like a good idea to decentralize services and to combine into one area. However, as an employee, I strongly oppose this decision. Any time, every time, services are removed from a department/area and put into one centralized area, the services to the employee are hindered and ineffective. With this approach, the employee becomes just a number instead of the more personal approach within the department/area/division. I would expect this approach to be implemented when cost-savings is the driving, perhaps only, focus.

The staff who wear the HR Liaison hat as part of a responsibility (do not have an HR title) are trained to help and assist the departments especially when being at a remote campus and geographically far from main campus. We assist staff and others with basic questions and this helps main campus HR concentrate on bigger things. Let's make processes easier, with a faster flow, electronic forms, etc.

Again, this seems like a cycle of centralization to decentralization every decade or so. Seems like decentralization wins most of the time.

I have found that the HR Liaison Network actually makes it MUCH easier to handle HR issues when working with/hiring student workers. I think we would really be bereft without someone assigned to our unit who actually knew our history.

As a staff member, this quote concerns me, "Streamline processes into standard operating procedures. For example, the process of terminating an employee currently requires four different processes when it could be consolidated into one." Does this mean it will be easier to terminate a staff member? I ask because there is a process for progressive improvement laid out with HR currently. If employees lose this opportunity, how can you train and maintain the best staff if you terminate them before they can make adjustments? That seems counterproductive to your cause of retention. Perhaps I'm misunderstanding the statement and it's rather a comment on the paperwork procedure it takes to actually terminate once the full process has already gone through progressive improvement. Perhaps this is just commenting on the actual administrative procedures. I hope this is the case because that is a scary thought as an employee member.

We have greatly benefited by having an HR liaison directly associated with our unit; losing that will be a considerable disadvantage.

I serve on the Engineering Staff Advisory Council. Some of the information that is requested the MOST for us to relay is HR, particularly processes and services including workforce development programs/incentives. Having a better/more centralized resource center would be a fantastic help, not just for myself, but for the staff that I also represent and serve. That being said, I will also caution as I did with the business staff. We would need to be aware that some departments/centers/institutes overlap. HR staff would need to work for that streamlined experience to the internal customers that fall under this. I do 100% agree in the success planning and talent management. Very shortly after I

joined my center, our manager took another position. As such, it was on me as the only other remaining staff to step up. I have since created a master internal/center SOP (Standard Operating Procedures) and documented other policies/practices for review/approval by center leadership. This had not been documented previously, which made my succession to handling the day to day operations somewhat of a large learning curve. Also, not many people are aware of the mentorship process that TAMU has, or even how to successfully mentor or be a mentoree. I used the mentorship opportunity for growth, learning many items that I now utilize in service of my center, and have since, worked with other units to create an unofficial RELLIS administrative support network for staff at the RELLIS campus to not only network, but share skills and best practices regardless of affiliation (agency, unit, department). This has been a blessing to all involved, though it is a newly implemented group. By working together and facilitating a close network at the campus, we have managed to begin bridging gaps between the different agencies/teams so we can all benefit from each others' experience and knowledge.

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I believe that streamlining the HR function for TAMU will enhance communication and will create a greater understanding of the mission of this great university.

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I believe there needs to be added support for DEI initiatives in our human resources to help with retaining and supporting our diverse staff and faculty

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Transportation Services has a staff of 5 budgeted employees and 2 student workers in their HR unit. The HR staff handle HR and payroll related items for 190 full-time, 330 student and 80 wage employees. The HR unit is responsible assisting with the hiring process for all budgeted employees by participating in completing the hiring matrix and participating in interviews. In addition they work through the hiring process in Workday for wage and budgeted employees. They assist supervisors in hiring of student and wage employees. The HR unit manages the DOT Drug and Alcohol process for budgeted and student Transit drivers and budgeted and student mechanics. The HR unit handles all compensation related actions for all employees. The HR manager and assistant manager work with supervisors on discipline related issues for employees. In the last 3 months the unit has hired, rehired or promoted 132 employees. From 9/1/20 to 7/31/21 the unit processed 160 new employees. The Transportation Services Transit unit hires continually so the HR unit is always processing new student transit drivers. The HR unit handles all FMLA, First Reports of Injuries, Workers' Comp, Sick Leave Pool, direct sick leave donations for all of the employees. It is in the best interest of Transportation Services for the HR unit to stay intact within Transportation Services. It is not feasible for the HR unit to report to HROE or for the HR manager to report to HROE. The Transportation Services unit has a reputation of always doing the correct and right thing and other HR liaisons reach out to Transportation Services HR for advice or help with situations.

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TAMU HR was centralized prior to the 1998. History is repeating. Many HR Staff were reassigned to different positions. HR connections were created in departments in order for faculty to have someone at the department level guide them in the right direction. HR Liaisons in departments working directly or indirectly with state employees are helpful connections trained to understand the law. Also, Not all departments have the same business activity. Some academic units main business activity is payroll and the task of monitoring payroll transactions and the effect on accounts.

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Recommendation #1: Reorganize Human Resources and Organizational Effectiveness and implement a one-stop human resources service center. I know that I have heard many who are against this recommendation, but Human Resources at the Galveston Campus has been abysmal. Our Human Resource Liaison who has worked at the campus for over 10 years still does not have a basic understanding of Human Resource policies and procedures. When I have needed to have critical answers for myself or my graduate student workers, then at times, I have had to reach out to main campus or system to determine the answer as what the liaison was stating was different than the policy. I am supportive of this reorganization. Recommendation #3: Eliminate the Human Resources Liaison Network. Given the recommendation above, I am supportive of this change. Recommendation #4: Invest in succession planning and talent management. This recommendation does not match the finding presented which focused on how to recruit and retain faculty and staff. The lack of career ladders is a severe drawback to those wanting to build a career at Texas A&M. In addition, wages are lower than what a person can get in the private sector. In order to retain faculty and staff, the President needs to find ways to retain critical employees through benefits and thinking outside the box like current CEOs are doing. This step will be critical within the next 10 years. Younger faculty and staff are less likely to build a career if they feel taken advantage of. On the Galveston Campus, we are already experiencing many staff leaving which has meant higher workloads without additional pay. Again another missed opportunity...

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As an HR Liaison, it is difficult to imagine how our units would navigate a centralized HR experience. For example, if a supervisor wants to create a new position would they be assigned someone in HR to guide that process including reviewing documents, position descriptions, rewriting duties etc.? We have some supervisor's that are less skilled in

these areas and we work with them directly to ensure everything is covered before the final products goes to HR for their review. I do like the idea of having all expectations and processes be centralized to create cohesion and avoid "one off" situations that seem to be a recurrent problem, it is just difficult to image what that looks like when now we help in a variety of areas as a one stop shop to help filter out basic issues instead of everything going to central HR.

The current TAMU HR make up is no where near ready for centralization. TAMU model should be decentralization or centralization should start within each college and route to the campus, TAMU-HROE. There are certain process that can or should be handled at the college level. I do agree that part-time HR professionals are a disservice to the University. HR Liaisons should be comprised of individuals who handle HR functions at least 55% or more effort. When you take HR professionals out of the departments then you are taking the heart out of the organizations. We are not only the processes but information, help and assistance the employee need and what to navigate this huge TAMU system. There needs to be more effort place on professional development, policy and transaction processing. TAMU has great reputation of showing a path forward with all of these changes and that's not what has been shown.

I just this year started working on becoming a back up HR Liaison for my and I-9 Processor for my College this year and am 1 class short from my certification on both. I believe that having someone close to those being served help give a more open and ready to serve feel. By having a " one-stop shop" for HR you would be taking away the ease of accessibility the students, staff and faculty have. Quite regularly I have watched our faculty stop by our front office for coffee or water and take a few minutes to speak with our Business Corridor or Business Administrator with payroll or Human Resources questions. Our department does cross training so that in the event that one team member is out another can pick up an work or projects that need attention during the absence. The Human Resources Liaison Network provide the guidance and knowledge that is needed for helping those that are served. Instead of taking it away insuring that the Liaisons have the most up date information and training they need to be able to function in these roles.

Removing the HR Contact out of the department will not achieve efficiency; it will achieve delays in productivity. The departmental HR Contact does not only do Workday functions (recruiting and hiring, biweekly and monthly payroll); they are involved with contracts and grants, departmental accounts, tuition and fees, etc. because all of these things all revolve around payroll. Also, there needs to be someone that is able to assist faculty in timely fashion with their issues instead of waiting for a centralized HR person to help with every issue that come up on daily basis.

NA

The subject I'd like to bring up is in reference to Finding #1: The review of operations at TAMU shows that these shared services are dispersed among various divisions across campus. The Office of the Provost has payroll and personnel functions better suited for the Office of Human Resources and Organizational Effectiveness. Human Resources and Organizational Effectiveness contains communications, finance, facilities, and IT functions that are better suited to their respective divisions on campus. Recommendation #1: Reorganize HROE and implement a one-stop human resources service center • Student Employment from Provost Currently the Student Employment Office (SEO) is within Scholarships and Financial Aid (SFAID). SAP 33.99.08.M0.01 designates SFAID as the office responsible for oversight of student employment at TAMU. Student employees are categorized as either a student worker or a work study student. Graduate Assistants are not categorized under student employees. Oversight performed by the SEO differs greatly from what a traditional HR office would offer to students and their supervisors. For clarification, the SEO does not directly on-board student employees campus wide. It is the hiring departments responsibility to ensure that student employees are properly onboarded, including completion of I-9s and Workday entry. There are numerous other functions the SEO engages in that are detailed below. • Federal and State Work study management o Awards and reconciles approximately \$4 million annually o Verification of Federal and State work study eligibility o Work Study management including federal and state compliance and reporting ☐ Provide data for FISAP reporting ☐ Provide data for FADS reporting o Ensure compliance of federal and state work study policies and regulations ☐ Educates hiring departments ☐ Coordinates Community Service Program ☐ Ensures Reads and Counts program meets requirements by working with College of Education • Maintain a job board for both on and off-campus positions o We participate in the Job Location and Development Program which is funded by the Federal Work Study Program. Through this program we help identify and promote off campus employment opportunities in the local area. We help approximately 10,000 students find off campus employment each year. This is very important as we have over 70,000 students and cannot employ them all on-campus. o Critical that students have one location to perform a job search o The SEO monitors to make sure that all required on-campus positions are posted on the job board o Assist students in a detailed job search o Actively assist employers in filling positions ☐ Promote specific job openings via Jobs for Aggies social media accounts ☐ Assist with

targeting groups of students • Advise on job postings • Coordinate and host an annual part-time job fair • Coordinate the Community Service Program which is a required component of the Federal Work Study program • Coordinate and host National Student Employment Week activities, including the Student Employee of the Year Awards Ceremony • Both a Campus and a Community (student not employed by TAMU) student employee of the Year are recognized • Assist employers with the creation of job descriptions that include learning outcomes • Promotion of student employment as an enhancement to their education • Present information at the following events: • New Student Conferences • Fish Camp • Howdy Week • Aggieland Saturday • Resource tables • Performs internal monitoring of colleges and departments • Ensure that students receive performance reviews annually • Ensure that all on campus jobs are posted on Jobs for Aggies • Ensure all job descriptions have learning outcomes • Offer on demand workshops and information sessions specifically designed for supervisors of student employees and HR Liaisons including: • Rules, Regulations and Best Practices (including work study) • Supervising students • How to utilize the Jobs for Aggies Job Board • Offer on demand workshops and information sessions specifically designed for student employees, such as – • Career Readiness • Workplace Etiquette • Quality Customer Service • Community Service Program Information Sessions To best serve students and their supervisors/hiring managers and maintain compliance, it is important that SEO remain a part of SFAID. Placing the SEO under Human Resources will result in decentralization of student employment. It is critical for SFAID to maintain the Federal and State work study functions to ensure oversight of the program. The job board must exist to offer both on and off campus employment opportunities. With student enrollment over 70,000, it is important that our students have one resource where we are able to provide as many job opportunities to our students as possible. This streamlined, one-stop approach limits confusion by providing a central location to which students may refer. The SEO has an established presence on campus as part of SFAID. The SEO collaborates with many offices and departments on campus regarding employment and student development. We believe moving these functions would be detrimental to students and employers across campus. It could also jeopardize compliance that is essential for Federal and State funding.

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Please note that the Qatar campus has a different work week and is 8-9 hours ahead of College Station. If services are centralized in CS, there need to be people available during the TAMUQ work hours for support. This does not mean that people on the ground in Qatar can or should not report to their respective areas in CS. Many transactional activities can be done in CS at a lesser cost than having an employee located in Qatar. There are several positions located in CS now that support the Qatar campus with transactional types of things. We would love to have access to the professional development provided by main campus but our employees are not able to take advantage of that with the difference in time. There are a few incentives offered to TAMUQ employees that are unique to TAMUQ.

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I grew up wanting to be an Aggie and it's really disheartening that now, as an adult, it's difficult to want to remain one. Staff retention is a big issue at my campus. We were short-staffed prior to COVID and lost even more people once we reopened. Rather than being able to replace them, others were expected to absorb the extra duties and do both jobs at 100%. Then those people left too! I'm not talking about new hires who just couldn't cut it, either. We lost great colleagues and friends; team players and strong employees who just couldn't take it any more. We are disrespected by students, faculty, and by our patients. There is little to no acknowledgement or appreciation shown. Service awards no longer exist. Pay is not competitive. When we do get raises they're not even enough to offset cost of living increases. If we're lucky, they don't bump us into the next tax bracket resulting in even less take-home than before. We earn vacation and sick time but can't use it because we're stretched so thin that one person being out for more than a day or two puts everyone else behind. And now there's talk of increasing class sizes. What?!?! Those of us who are still here every day are at our wits' ends but we continue to work our tails off in order to keep things moving because we believe in what we do ... but it's getting really hard to continue to believe TAMU even cares about us.

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Centralization has only resulted in fewer people doing more work. This has slowed the process when we try to hire new people. There is no person to ask and when you email HRxxx you rarely get a response. When our department had one HR person, that person knew the needs of each lab and knew the chain of command and interacted personally with new hires. Now, it is all done by emailing HRxxx and the new hires have no idea what is going on and who they report to or how to fill out time sheets and when. This is not sustainable. We need one person for a department. Also, now several of the duties that the HR person was able to do are now placed on the accountants who already had too much to do. When I write annual reports for NSF grants, I need to know how many students on certain accounts and how many hours they worked. The HR person used to know all of this because they kept track of which accounts each employee was paid from. Now the accountants are responsible for this, but they don't organize the hires. Centralization has resulted in decentralization of management of employees.

If these movements occur, please do not make these changes through Reduction In Force then having people reapply to the newly centralized positions. We have seen this in the past and it has caused severe consequences, to include but not limited to: loss in trust between employee and employer; poor mental and physical health of not only RIF'ed employees but the supervisors who had to inform the employees; low morale; and overall bad reputation. Making finding our HR person much easier to figure out. Make it more obvious how they can help us. It seems that we can only go to them for conflict resolution, but what about learning how to figure out salary increase conversations, etc. Why is their not voluntary phased separation for staff?

In reference to eliminating the HR Liaison (p. 69), the HR liaison in my department increases our current efficiency because she can answer frontline questions and take care of administrative functions, without us having to ask HROE (which I have found sometimes to be slow and inconsistent in answers). The percentage of her job for HR functions is fairly low in comparison to her other duties, so she would not become a full-time HR staff member. I have a strong commitment to professional development and continual learning and engagement opportunities for staff (including student employees). I do support more investment in succession planning and talent development (p. 70). It may be a wording issue, but it sounds like the President would be selecting faculty to retire, rather than faculty volunteering to retire (p. 71). Would there be a similar plan in place for staff?

Finding#1, #2, #3 Clearly the consulting group did not collect data from the HR liaisons, Department Heads, or employees. Centralizing these efforts will be massively inefficient for the departments, especially the research and teaching focused Academic departments.

#1 – reorg and implement one stop HR service center • Department budget staff need to stay informed on what is happening with payroll/personnel costs as it is a major piece of the TAMU budget! Currently, most business offices serve both HR and Accounting/budget roles. If these units are separated, then it is essential that communication exist to sustain this line of communication. • Even the costing allocation process in workday does not seem to understand the need for approvers (presumably the business/budget staff) to understand what they are approving – these requests come forward with no salary information – only a request to approve payroll for X employee on X account. Without the salary information, it's impossible to know whether X account has sufficient funding to cover this employee! I would love to see an enhancement in Workday so that all the salary info is provided on the costing allocation screen. Generally speaking, I look forward to HROE becoming a department that provides solutions and options for departments vs. departments/managers having to propose titles/salaries only for it to be returned as unapproved with no suggestions on how to proceed in a successful manner. The pay plan/grades have not been updated since December 2016 which is almost 5 years....there should be a standard process for review/updates atleast every couple of years. I am glad to see this report recognizes the need for more staff who have good training and the number of staff approaching retirement. These issues are critical.

For my part, I have appreciated having HR personnel available in the Libraries, and they are full-time staff who certainly keep busy. I would hope to get the same level of personal service and responsiveness after any reorganization.

We need to use the tools at our disposal like work day instead of paper forms I would prefer to do everything electronically.

N/A

Liaisons are not employed by the HR dept. Hr should be more decentralized to provide specialized help to individual units. It is already such a runaround to get anything done with Central HR.

I disagree with centralizing HROE, as strong relationships within departments build trust, which is integral to Human Resources as a whole.

I was so pleased to see recommendation #4 Invest in succession planning and talent management. I have worked in two departments on campus and neither have had a clear path forward for professional growth and development. I have seen a huge amount of brain drain where the competent staff, burnt out from being overworked and underpaid, leave and the staff who aren't able to function at a level sufficient enough to serve our constituents stay. This leads to a constant cycle of reactive decision making and stagnation. Another issue is salary and compensation. I'm tired of being paid half of what I could make in the private sector for little or no benefit for staying. I will be blunt, if I didn't have student loans that would benefit from the Public Service Loan Forgiveness Program, I would have left TAMU during the pandemic. Entry level positions for what I do in private schools / corporate sector often pay 30-40 thousand MORE a year than I currently make. Generally speaking for salaries across the board, the rate of pay for incoming staff is abysmal across the board. 14\$ an hour with Master's degree required is ridiculous when I could go work at Wal-Mart

and make more. If we can afford to pay some faculty members 300K a year, we can afford to pay staff a wage that matches their years of expertise, degrees and qualifications. You will continue to lose talented staff (like myself and other young professionals) due to understaffing, overwork, and horrible pay.

Although there are benefits to centralized services, I feel like institutional and historical knowledge is lost if departments are put into a queue for the first available person to handle. It is more effective if some level of coordination remains within the units as well. There are some HR functions that can be centralized, such as FMLA requests, benefit questions, and ADA requests. However, others, such as updating effective position descriptions specific to a unit/department and reviewing reclassification requests to ensure that the requests not only align with the generic position description but also align with a unit/department strategically, are better handled within the unit/department.

Creating a one-stop HR Center is a good change for Texas A&M. I have called several departments and spoke with their HR Liaisons who could not help me. All they were able to do was take a message and have someone email or call you back. The one-stop will allow them to be cross-trained in all HR functions, which will enable them to assist faculty, staff, and staff and increase the department's overall efficiency. It will also give staff increased opportunities for employee advancement. Consolidating the HR and payroll functions and creating a one-stop HR center will also help with consistency in policy and procedures concerning HR.

Removing and centralizing the HR functions would create a huge void in the ability of the academic units to manage the universities greatest resource, its people. Today's employees require a unit level representative to address their concerns, answer their questions, and just be a familiar face. HR representatives act as the first person employees meet in the department, and often times the last. In between HR representatives act as both a counselor and a cheerleader. How could removing that component from an academic or business unit be productive or efficient.

Centralizing human resources seems like a recipe for inefficiency. Having contacts within the library that can help with human resources questions is vital and makes things much smoother on the staff end. This campus can be overwhelming to begin with and navigating through centralized operations makes it even more impersonal and difficult for incoming staff.

Centralization would be appreciated, as it is frustrating to receive mixed messaging from system vs local HR.

Human Resources is well-known for long response time and low customer service. I do not want to lose having an HR person I can go to within my own department. Taking away my local contact would be the same as taking away my access to HR services completely.

The HR portion is small for our current business staff and they feel that centralizing HR would be good in the sense that it would cut out the middle person in getting answers to employee HR-related questions. On the other hand, the wait time to receive an answer or response would increase tremendously. The report also mentioned that HR Liaisons are employed by HR which is not accurate. Their current departments pay their salaries while HR only utilizes them for information distribution.

To properly fulfill the mission of the University Libraries, best serve all students and stakeholders, and properly care for the unique and often priceless materials housed in the University Libraries buildings, it is necessary for the University Libraries to remain an independent entity within the Texas A&M University System with its dedicated Human Resources department that can efficiently and expediently provide services. (See full comments in section regarding Academic Realignment.) At no time in my career, which includes time spent in a state agency reporting to the governor's office, has the kind of centralization advocated by the report provided the organizational effectiveness and good stewardship of personnel within that organization that it was expected to provide.

Human resources functions should be completed by Human Resource Professionals. Having a business administrator or other staff member in a department be responsible for HR functions that are out of their realm is unfair. HR liaisons, for the most part, have jobs that necessitate their full commitment and completing HR related duties becomes an addition to their already 100% FTE for which they are not compensated! Centralizing HR will allow for consistency across the board. HR liaisons became a "thing" because the university is cheap and not willing to pay for the needed human capital to run a true HR unit.

As a person who is in the 20% of 65 or older, I am having terrible problems getting through to HR regarding retirement issues. I am attempting to make financial decisions that will impact the rest of my life, but for two weeks, multiple emails and phone calls, no one has contacted me. I don't think this is very good customer service and I don't treat my internal and external customers this way. If they are still working remote, then why is it taking so long to get a response?



The removal of HR liaisons in each office would be a disservice to Faculty and Staff. The availability of these staff people is crucial to the lives of faculty and staff. The report also mentions that liaisons are employed by the HR department and they are not, they are employed by the department in which they work.

I wholeheartedly support recommendation #1. To centralize HR and finance efforts across campus is a worthwhile endeavor, however, the report didn't illustrate any working knowledge for how this is currently being handled by units that have already centralized these services. One of the strongest pillars in the Academic Affairs Business Services (AABS) model of centralized services is the marrying of the HR and Finance knowledge to be the nexus of understanding for a department head. If these functions are to be further centralized, AABS is a model to use for intentional efforts to keep HR and finance conjoined to best assist the department head with administering their unit. It is imperative that HR professionals understand how the financing for personnel works, and that there is a good communication system in place to keep everyone current on staffing costs/needs. In the current AABS model, HR professionals spend 100% of their time on HR or payroll activities unlike the "majority" that is mentioned in the report. The creation of a One-Stop HR center is a good one but it should have many satellite locations so staff can easily access their assigned HR team. By this I mean that HR professionals need to be officed/embedded within the units that we're servicing. The process and procedures used by the HR professionals could be designed and over-seen by HROE but the professionals are working side by side with their customers, with a central "home" office that they use for functional-team related activities. Based on a lot of years of experience, I would recommend position sourcing to be done at a division or central level to simplify the costing allocation activities and to maximize benefit pools. I can see the development of a process being established to request permission to create a new position that will route to the proper Vice President and will include standard elements for consideration so that each request is collecting and presenting the same information and to empower leaders to give adequate consideration to each request in a fair and equitable manner. Such a process will require the requestor to illustrate how the position will support the mission, etc, backed by some (future) analytics that demonstrate the industry need for additional personnel to be added to the unit. I wholeheartedly support recommendation #2. There is a lot of knowledge already out there, we just need a formal way to wrangle it in, and then have the existing liaisons help to train the new ones. As well, better cross-function training is needed so employees may flex in during peak processing times, and so they're exposed to the full litany of HR duties as a professional work experience. We need to understand how it all fits together and that's learning more than just my role, I need to know what comes before my step and after my step. HROE needs to share all that it can with its employees and whatever the liaisons become. This "better than you" attitude that HROE has held over its HR Liaisons since the beginning of the Network is insulting and antiquated. Our folks doing HR work in the departments are sometimes better educated and credentialed than the employees in HROE yet our team has been treated as minions and have been explicitly told that they need to "know their place." I'd like to see that we're all considered to be on the same team and withholding knowledge as a means of retaining power is no longer acceptable. The best recommendation in this whole report is #3. The HR Liaison Network needs to go away and never return. This is a self-serving model for HROE to divest its work into the units, bear no responsibility, and to assign blame outwards. The risk-averse culture that currently exists within HROE is stifling, and we will never be a premier employer while the Network is our functional method of HR service delivery. While I acknowledge this is a drastic move, it's completely necessary to keep this ship from sinking. There is a lot of knowledge held within the staff ranks. Faculty and administrators may not stay with the institution long-term, but staff do and we need to get all the historical knowledge that we can from them. I think a staff mentorship program would be helpful for retention and succession planning, and we need HROE to help us work this. As well, when folks are ready for promotion based on acquired learning and command of skills, we need HROE to help us do this quickly and efficiently so employees are not job-shopping. The report cited 20% of the TAMU faculty are 65 or older, but you should also look at the staff who are retirement-eligible but less than 65 years of age. This will likely increase the size of the population that is at threat to leave and take a vast amount of knowledge with them. But there are some staff that need some incentive to go ahead and take retirement so that we may recruit fresh ideas into our institution. This could be accomplished by a Voluntary Separation Hybrid-Program being offered to staff who are retirement-eligible as an incentive to go ahead and retire.

Flexibility, including options for remote work for positions that are in a support role and don't directly interface with students, would help us draw on talent not available in Aggieland and improve our staff diversity at the same time.

Recommendation #2: Provide cross-training for employees.--While cross-training is certainly good in some instances (e.g., making sure that, when an employee is absent, someone else can do some of the things they do to ensure that the workflow isn't disrupted), I'm concerned that the cross-training described here is going to overburden staff members

who already have too much to manage. I worry that the motivation here for cross-training is to reduce staff rather than to ensure that workflows and processes proceed as they should when an employee is out of the office.

Recommendation #3: Eliminate the Human Resources Liaison Network.--Really, each department needs an HR liaison. The HR liaison is the person in each department that faculty, staff, and graduate students know they can go to when they have HR questions. Often, when I'm having to deal with an HR matter, I'm experiencing some kind of stress (e.g., legally changing my name and gender marker, which I did earlier this year; I'm ill or experiencing a family emergency; etc.). It is very reassuring to me to know that I can go to the HR liaison to get answers to my questions and help with figuring out processes and options. If I have to contact someone in HR that I have never met or seen in person to deal with these issues, it becomes a lot more difficult to do what I need to do.

I see the importance of centralization, but it must be done right. As this takes place, consideration needs to take place to ensure TAMU Health HR is not left out as a "step child". College of Medicine has centralized COM HR 2021; however, still all functions have to flow through the HSC HR 4 member team for everything. In my opinion, the HSC HR 4 member team is a historical road block. COM HR and other TAMU Health units could be better served by centralization within TAMU HR to eliminate road blocks. I have been with HSC/ COM for the past 6 years and can testify to the constant "reorganization of HR" and each unsuccessful move without managerial support. Fall 2018, I was uprooted without notice to be a member of the new HSC HR central unit for an unsuccessful 8 month period. In this process, one of the current members of the HSC HR team was elevated to lead the team. In Spring 2019, the prior reorganization failed, yet the HR leader was elevated to a new HSC HR team leadership positions and with a 2 week notice I was uprooted into a new leadership role to create a COM HR team without title, salary or vision to match and without sufficient staffing. I was not informed of the managerial vision, just make the team. I was an army of 3 to centralize HR for 35 units. I was given one person to train which took 2 months of 1:1 attention. Now an army of 4. I was allowed to hire 2 more to an HR army of 6 including myself for 35 units. Due to lack of planning by management, I was still trying to handle other duties outside the HR realm and train a team. The team was successful until we lost team members. After 5 months, one member left for a 3 month approved FMLA and another team member failed to learn her job, so we were back to 4 and I was not allowed to hire replacements timely in November 2019. I went through the entire "interview process" and then not allowed to hire. The work was overwhelming from 35 units. No real support from the HSC HR 4 member team. In Spring 2020, you got it another "reorganization", but not under TAMU still under HSC HR. I transitioned to a new position for financial functions. I no longer wanted to continue to ride the "reorganization HR train". Completely burned out with HR. For over a year (Jan 2020 - middle of 2021), I was used as a "free" mentor to the HR staff thrown in to magically do HR. For some, it was the first time they ever handled HR. For others, three were known to make constant HR mistakes, yet they were allowed to continue and would not listen to any mentoring. One of my original team was left in the group. Another "reorganization" took place, two HR staff hired and the two inefficient ones went back to their old primary job and one of the staff I hired in 2019 was elevated to lead the new HR team, still under the HSC HR 4 member team. Today, HSC HR is still a step child but the COM HR leaders reports to that team, but probably should report up through TAMU HR. Mentoring can only be successful if the mentee is willing to accept the correct information.

Recommendation #1 Human Resources and Organizational Effectiveness P.65 • In consolidating Human Resources, it will be important that staff with these functions are embedded in departments or have frequent contact with departments to create a sense of confidentiality and access. • It will be important that departments and divisions help set the priorities for the Human Resource area that is serving said department.

Finding #1 - None of this needs to be done. This is a whole lot of movement that is unnecessary and would be so costly in the process. Finding #2 - I am completely in agreement. Cross-training would be extremely beneficial on so many levels. Finding #3 - Agree Finding #4 - ABSOLUTELY AGREE

There are already very long processes in hiring and taking AABS out of the Provost Office will increase the wait time.

Some of the recommendations presented in the report appear to have incorrect and/or misunderstood information. For example, there is a mis-statement that HR employs 500 part time liaisons. Those 500 employees have full time responsibilities across various units and serve as liaisons as part of a job duty in their full time role. The push to centralize efforts v. the realization that many units need a close relationship with professionals embedded within their organization who understand their specific challenges/wants/needs will continue to be a difficult bridge to cross.

Page 1 of the report had incorrect information: "such as Human Resources and Organizational Effectiveness, which employs approximately 500 part-time liaisons". HROE does not have 500 part-time liaisons. HROE doesn't pay any portion of the HR Liaison's salary. HR Liaisons serve an important role in their department and may spend as much as

50% of their time meeting with employees regarding HR issues including benefits, leave, worker's comp reporting, FMLA paperwork initiated, initiating the business process for reclassifications, promotions, transfers, terminations and a host of other HR work, however they aren't part-time employees. They are full-time staff that handle a wide range of functions for their departments. The HROE Rationale #3 on page 70, is based on the skewed perception that HROE pays for the HR Liaisons. Eliminating the HRL positions in the departments should be studied more for understanding and a review of the Organizational Development training for HR Liaisons is already set to roll out in Spring 2022. The HROE SWOT analysis seems to be accurate: "many employees transfer to similar, new positions within the university to achieve an increase in pay. This constant cycle of hiring and training new employees is time-consuming and costly." Because salaries are not competitive in HROE there is a large turnover of employees.

I support these recommendations.

The HR staff employed at the International Ocean Discovery Program (IODP), the \$351M award to TAMU from the National Science Foundation (NSF) to operate the R/V JOIDES Resolution, are 100% dedicated to the program and provide a critical function handling all the HR-related tasks for over 120 staff, including hiring ~10-20/year as well as coordinating the sensitive process of handling the medical sailing requirements for ~240 participants/year on JOIDES Resolution expeditions. The proposed centralization and consolidation of HROE raises concerns if this potentially impacts the direct and full-time service required to implement the award. The HR staff currently employed via the award need to remain embedded and dedicated to the program at IODP and should report to the IODP PI to ensure successful implementation of the mission.

I reiterate my comments above about my concerns with consolidation.

TAMU has struggled with HR issues, both efficiency and effectiveness, for years. The recommendations in the report are definitely thought provoking. While centralization models are seen throughout the country in many industries, TAMU has not been able to adopt a workable centralized model. I believe we can get there, but the implementation details are critical to effectively execute this. Our Human Capital is our most important asset..... failure to launch and land this objective is failing them. Recommendation 5 - VSP for FACULTY - I think this is timely and important and should be done. But I also think NOT including the same type of initiative for STAFF is a huge mistake. For the same reasons this is offered to faculty, TAMU has staff that fit the mold and both TAMU and the staff would benefit from this offering.

I have concerns about eliminating HR Liaisons in departments. Our current HR liaison knows our organization's mission and vision and is invested in our success. Removing that connection feels like we would be at the mercy of whoever was next in line to manage a search or another HR concern.

I think this is a complex organization. I am so thankful for the work they do for the university and each department.

Human resources needs to hire more people. While cross training is good, the university shouldn't rely on it if one person gets sick, goes on vacation, or leaves the job. Human resources is understaffed and takes too long to get anything done because they lack the necessary workforce.

You can centralize processes and uniformity without centralizing Human Resources. As with previous centralizations, services to the departments are lost. Peoples loyalty lies with those performing their evaluations. Dotted line reporting becomes a disconnect. Employees will become pulled between two departments, their reporting and their working. Human Resources is there for the employee. They need to feel comfortable with the individual and feel that person is working in their best interest.

Centralize all IT, business, HR and marketing communications professionals If these professionals were left in their current physical locations to serve constituents, with current reporting structures intact – a dotted line for central oversight might improve the flow of institutional knowledge/implementation. If the plan is to relocate the programmers, technicians, business and HR associates, writers, videographers, etc. away from their constituents and remove the accountability we currently have to our constituents – this is not a good idea. Decentralization has allowed these entities to be more effective, and fully centralizing these business critical functions would fuel bureaucracy, negatively impact service (just ask faculty and staff in the two largest centralized colleges) and not be in the best interest of students, faculty, staff or the institution.

- Promote employees based on qualification which includes academic qualification. This will reduce turnover rate and retain competent employees. - Job related skill enhancement policy should be applied effectively since there are

employees who have acquired new skills and knowledge but they are not recognized or rewarded.

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My comments are related to the proposed removal of the Student Employment Office from under Scholarships & Financial Aid: Placing the Student Employment Office (SEO) under HROE will result in decentralization of student employment resources that students rely on to gain fundamental work experience and support their education financially. To best serve students and their supervisors/hiring managers while maintaining compliance with federal, state, and institutional policies and procedures, it is critical that the SEO remain a part of Scholarships & Financial Aid (SFAID). While the SEO does function as an HR office for student employees, the scope of its impact reaches far beyond what an HR office traditionally can offer. For clarification, the SEO does not directly on-board student employees campus-wide. It is each hiring department's responsibility to ensure that student employees are properly onboarded, including completion of I-9s and Workday entry. In addition, it is critical for SFAID to maintain the Federal (FWS) and State work study functions to ensure compliance under the complex financial aid regulations that govern the use of those funds. Many of the services the SEO brings to the student population are directly or indirectly supported by federal and state financial aid programs. These include:

- Federal and State Work study management
- o Awards and reconciles approximately \$4 million annually
- o Verification of Federal and State work study eligibility
- o Work Study management including federal and state compliance and reporting
- Provide data for FISAP reporting
- Provide data for FADS reporting
- o Ensure compliance of federal and state work study policies and regulations
- Educates hiring departments on their responsibilities under the regulations
- Coordinates Community Service Program
- Ensures Reads and Counts program meets regulatory requirements by working with College of Education
- Maintain a job board for both on and off-campus positions
- o TAMU participates in the Job Location and Development Program which is funded by the Federal Work Study Program. Through this program the SEO helps identify and promote off campus employment opportunities in the local area. We help approximately 10,000 students find off campus employment each year. This is very important as we have over 70,000 students and cannot employ them all on-campus.
- o Critical to student employment success that students have one location to perform a job search
- o The SEO monitors to make sure that all required on-campus positions are posted on the job board
- o Assist students in a detailed job search
- o Actively assist employers in filling positions
- Promote specific job openings via Jobs for Aggies social media accounts
- Assist with targeting groups of students
- Advise on job postings
- Coordinate and host an annual part-time job fair
- Coordinate the Community Service Program which is a required component of the Federal Work Study program
- Coordinate and host National Student Employment Week activities, including the Student Employee of the Year Awards Ceremony
- o Both a Campus and a Community (student not employed by TAMU) student employee of the Year are recognized
- Assist employers with the creation of job descriptions that include learning outcomes
- Promotion of student employment to students as an enhancement to their education
- Present student employment information at the following events:
- o New Student Conferences
- o Fish Camp
- o Howdy Week
- o Aggieland Saturday
- o Resource tables
- Performs internal monitoring of colleges and departments
- o Ensure that students receive performance reviews annually
- o Ensure that all on campus jobs are posted on Jobs for Aggies
- o Ensure all job descriptions have learning outcomes
- Offer on demand workshops and information sessions specifically designed for supervisors of student employees and HR Liaisons including:
- o Rules, Regulations and Best Practices (including work study)
- o Supervising students
- o How to utilize the Jobs for Aggies Job Board
- Offer on demand workshops and information sessions specifically designed for student employees, such as –
- o Career Readiness
- o Workplace Etiquette
- o Quality Customer Service
- o Community Service Program Information Sessions

The SEO has an established presence on campus as part of SFAID. The SEO collaborates with many offices and departments on campus regarding employment and student development. We believe moving these functions would be detrimental to students and employers across campus. It could also jeopardize compliance that is essential for Federal and State funding.

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This area, is another that would extremely be hindered by centralization, specifically removal of the HR Liaison program. As an HR Liaison, I am on the front end of hiring for all employment for the College of Architecture. I assist new hires with questions they may have about the onboarding process. I make sure that all rules and policies are followed regarding the entire HR process. The College of Architecture may be one of the smallest colleges on campus, however we have one of the highest volumes of employees. The level of one-on-one attention that HR Liaisons can offer is unmatched when it comes to customer service. Currently, the Benefits portion of the onboarding process is centralized in the way that I as a liaison do not have access to employees benefit elections in the system. Therefore, when employees have questions or needs concerning benefits, I tell them that they will have to contact benefits directly. This is a major issue for customer service, a majority of the time I am hearing from employees that they are not receiving a

response back, and that their issues are not being resolved. With the high rate of turnover in the benefits department, it is often difficult to know who to contact when these issues happen. As the liaison for these individuals, I am the one they reach out to for assistance and when I can't offer that assistance due to the system and policies being centralized it makes it very difficult and frustrating for both myself and the employee. If the HR/Payroll department is centralized, and the HR Liaison network is dissolved, employees will continue to experience these types of issues with everything. If these recommendations are put in place, it would be a huge disservice to our employees, and in turn, a detriment to the University.

Our Libraries Human Resources unit is deeply embedded in Library related Business, with respect to being the liaison for all Employee affairs in the Libraries, easily accessed resource for employee affairs', Promotion and Tenure, faculty hiring, Post Tenure Review, and faculty related employee Resources affairs.

"Many individuals within these decentralized units are in their operational role part-time and serve another part-time role within their home unit. This type of employment structure is causing a resource strain during peak seasons as employees attempt to wear "multiple hats" and juggle the necessary training and time to be able to serve a variety of campus needs. " Multiple roles are required in a department that has one staff member. Your grandiose ideas may work in departments that have sufficient staff to parcel out duties. Especially on this campus, that luxury does not exist. The mindset I have encountered in dealing with College Station is: "that's not my job". VSP sounds like the president can chose who he/she would want to get rid of.

I agree with their assessment that more needs to be done for staff development and advancement. Part of this includes providing a wage scale that allows us to keep excellent staff. I've been with TAMU for 13 years and have found that with staff it's almost impossible to give/receive a significant raise based on excellent work. The only way to get a significant pay increase is to apply for a new job. I've tried giving raises, outside of the merit cycle, to excellent employees based on performance and it's almost impossible. Merit raises have been insignificant for the entire 13 years I've been here. The best annual merit raise basically just keeps up with inflation and that was before this current inflationary time. Therefore, I've lost excellent staff to other jobs because they had to leave in order to receive a significant raise. I had to leave a position I enjoyed tremendously in order to get a salary that was commiserate with my training and responsibility. Pay was mentioned in the report but not stressed.

While I understand the impetus for centralizing IT and HR, not having division-specific representatives/liaisons is not the way to go. Without having a local presence, these services will not understand the specific priorities of different groups, and service will be diminished. The liaison network is important and should not be disbanded. Rather than improving customer service, this will greatly diminish customer service.

What this sounds like to me is that our small research group will lose their dedicated HR department, which will be a loss.

recommendations align with structure that will substantiate clear paths for growth, development and leadership and provides a consistent, effective service model to better address ALL employee needs

As mentioned above, IODP implements seagoing research expeditions with the JOIDES Resolution drillship. Expeditions are 2 months long and take place in all oceans, far from land. Each expedition has 20-25 TAMU staff in addition to the ship's crew of ~60 and 25-30 scientists. Everyone on board works 12-hr shifts, 7 days a week, for 2 months. As a result, our HR staff have to deal with unique employment situations and sometimes after-hours or weekend emergencies. Overall, ~50 TAMU staff sail on a routine basis and having a central HR group manage these individuals without being familiar with their special situation would make it very difficult.

While I can see that on the surface, streamlining seems like the way to go, I truly believe that all HR related positions should remain a part of their existing departments. TAMU's HR Department is there to support the departmental representatives when needed (along with a thousand other responsibilities they have). Unless the HR Liaison were to remain solely committed to performing HR functions for the department they represent, making the liaison an employee of HR would risk making that employee the middle "man" in a potential tug of war between HR needs and departmental needs. Additionally, each department has their own way of doing things (while staying within the provided guidelines/rules). Things like flex schedules, alternate work locations, leave, etc., would become harder to manage if the expectation is that all departments are expected to be identically managed. HR staff will be put in the middle between their boss in HR and the department where they physically office. To make all HR staff actual employees of HR (or not employees of their respective departments) sets up all kinds of foreseeable problems, from routing structure, to morale, to difficulties with prioritization of duties, to a myriad of other problems that could arise. I also cannot envision how

overwhelming it would be to the staff who suddenly have to take on many new supervisees that they don't have a working relationship with and would be hard-pressed to establish one when work spaces are in separate locations. I truly believe the individual departments and their staff will suffer if this particular recommendation comes to fruition. Finally, eliminating the HR Liaison Network is a really bad idea. An auditor can't appreciate how important that network is to communicating HR updates.

For some smaller units, the finance and HR functions are shared within a small team of people. The only concern with dividing this is how to best align these positions under the new proposed structure.

HROE is already a one-stop shop. Moving HR contacts from the units to be housed within HROE does not seem optimal to me. As an HR Liaison in the VPR's office, I am familiar with our units and processes and we work with HROE to meet rules and regulations. I worry that our units will suffer in their HR services if we are moved to a central office.

Sometimes it feels like there can be a lack of advancement within certain roles so having more opportunities for professional growth and development would be fantastic!

Payroll should be under HR. I agree with the organization. I completely agree with eliminating HR Liaison. Our Business Associate for the entire dept is also a HR Liaison and is often times pulled in too many directions which keeps her from focusing on her main duties. There should be a contact in HR that my department should turn to, not our Business Associate.

As the [REDACTED] [REDACTED] the idea of centralizing all of HR has me concerned. I firmly believe that this would make things more complicated. On a larger level, centralizing is probably appropriate (HROE, or "big HR" as we call them) however, when the processes are very specific to departments, I believe it would be difficult to handle recruitment, the performance evaluation period, FMLA matters, etc from a bigger stance.

#### Implement Remote Work for Division of Research

HR functions are a very important aspect of my position. I'm not sure how pulling/removing the HR folks in the department would effectively fix any problems. Our customers are the faculty, staff and students and they feel comfortable coming to us for assistance. If they have to contact someone on line or send e-mails because we don't have a HR person in our department, how is that helpful and effective use of time?

DEI efforts are important, valuable, and should continue to be prioritized and funded.

We have been centralized, but as Colleges found that system not responsive they found ways around it so they could hire good people to man their Department.

If auxiliaries lose the ability to control their HR functions, this will be detrimental to their ability to control costs. Operations like Residence Life will have to raise rent rates if they have to pay a "fee for service" to a consolidated HR Department.

Recommendation #1: Reorganize the Office of the Provost to allow greater focus on student academic success. Remove the following units from the current Office of the Provost: • Student Employment Office to Human Resources and Organizational Effectiveness Page 12 of 133 Recommendation #1: Reorganize Human Resources and Organizational Effectiveness (HROE) and implement a one-stop human resources service center. Reorganize Human Resources and Organizational Effectiveness and align organizational functions according to shared purposes, including consolidating the HR and payroll functions and creating a one-stop HR center. Integrate the following units into Human Resources and Organizational Effectiveness: • Student Employment from Provost Pages 68-69 of 133 Rationale #1 To adopt fiscally responsible and accountable administrative structures, Human Resources and Organizational Effectiveness should administer all aspects of payroll and personnel for the entire university. This should allow for a cohesive and consistent application of all employment policies and practices... Removing AABS HR/Payroll, Student Employment, and Faculty Personnel from the Office of the Provost enables the Provost to concentrate on the academic mission of TAMU. The Student Employment Office (SEO) has existed within Scholarships and Financial Aid (SFAID) for many years. TAMU SAP rules designate the SFAID as the office responsible for oversight of student employment at TAMU. Student employees are categorized as either a student worker or a work study student. The SEO oversight differs from what HROE would offer to students and their supervisors. The SEO administers the following: • Federal and Texas Work Study Program management for the TAMU-CS, Health Science Center, Galveston and McAllen Higher Learning Center campuses. • Maintain a TAMU-CS and Health Science Center job board for both on and off-campus positions. • Participates in the Job Location and Development Program which is funded by the Federal Work Study Program. • Provides Customer Service to students in finding a position. Provides customer service to employers positions a position. Provides customer service

to HR Liaisons, HR Contacts and Business Coordinators to all of the above campuses. • Creates and hosts annual part-time job fair for students. Recruits area businesses to join the job fair. Advertise to students to come to the job fair. • Coordinates the Community Service Work Study program. Provides Human Resource function in posting positions, onboarding, training for students, training for agency supervisors and termination of students. This is a required component of the Federal Work Study Program and has been a component to the Texas Work Study program in past years. • Coordinate and host National Student Employment Week activities, including the Student Employee of the Year Awards Ceremony for both on- and off-campus student employees. • Promotes student employment information at the following events: o New Student Conferences o Fish Camp o Howdy Week o Aggieland Saturday o Resource tables o CSP Zoom sessions o Part-Time Job Fair o • Provides student and supervisor workshops and information sessions to both students, on- and off-campus supervisors. • Represents TAMU-CS through national and state employee organizations like National Student Employment Administrators, Southern Association of Student Employment Administrators, Texas Association of Student Financial Aid Administrators, and Southwest Association of Student Financial Aid Administrators. The SEO has been a part of the SFAID office for over 20+ years, it should remain with our office per the TAMU SAP rules. SEO has different roles than the HROE, it would better place within SFAID office. We are a forward-facing student employment office that provides excellent customer service to students, supervisors, staff and to faculty. It is important for the SFAID to maintain the Federal and State work study functions to ensure oversight of the program. The Jobs for Aggies job board is well known by TAMU students, staff, faculty, and off-campus employers. It must exist to offer both on- and off-campus employment opportunities. With student enrollment over 70,000, it is important that our students have one consistent resource where we are able to provide as many job opportunities to our students as possible. This streamlined, one-stop approach limits confusion by providing a central website, Jobs for Aggies, and a location, Student Employment Office, to which students, staff, faculty, and off-campus employers may refer. The SEO has an established presence on campus and collaborates with many offices and departments on campus regarding employment and student development. We believe moving these functions would be detrimental to students and employers across campus if we no longer exist. It could also jeopardize compliance that is essential for Federal and State Work Study Program funding. The SEO has an established presence in our community. We work with off-campus businesses and supervisors within a 30-mile radius to post their positions in our Jobs for Aggies Job Board. Many employers often call us for our assistance in creating and posting their positions. If we no longer exist, they would no longer know where to call for help. ~~~ Pages 70-71 of 133 Recommendation #2: Provide cross-training for employees. Prioritize cross-training employees to ensure that additional support can be provided during peak seasons (e.g., student employment hiring at the beginning of the academic year, open enrollment for health benefits, etc.). Finding #3 - Currently, there are hundreds of TAMU employees who work as HR liaisons to academic or administrative departments distributed throughout the campus. These liaisons work as part-time HR support staff, while another percentage of their FTE is spent performing additional administrative support functions for the departments where they are embedded. The Human Resource Liaison Administrator coordinates the Human Resources Liaison Network meetings and training curriculum. The current model is decentralized and leads to slow response times to personnel needs and inconsistent implementation of university policies and procedures. Recommendation #3: Eliminate the Human Resources Liaison Network. Eliminating the Human Resources Liaison Network will improve accountability and customer service across the organization. Current HR liaisons will have the opportunity to become full-time HR staff and provide adequate support functions. Human Resources Liaison should remain with each departments business unit. It should not be centralized with HROE for HROE decentralized the human resource functions many years ago to the departments as the campus size grew larger. HROE several years ago to the present time developed and trained current employees to become Human Resources Liaisons for their departments. This program was/is successful in developing and training employees like myself. I have fully completed all the required TrainTraq trainings and attend each HR Liaison semester meetings since the program began. Being an HR Liaison is part of my job description and I do not think it should be removed because of a survey recommendation. As an HR Liaison, I have utilized the skills daily in my Community Service Program Coordinator role and supervisor over two Student Employment Office student assistants. I am the HR Contact role in Workday over several supervisory organizations. With the new skills that I have learn as a HR Liaison for the Student Employment Office, I can provide customer service to all the departments human resource liaisons with the Federal and State Work Study Programs, with posting Jobs for Aggies on-campus positions, and maintain compliance standards with the other HR liaisons. If we switch the Human Resource Liaison function from the departments back to HROE, many staff employees will lose a part of their job descriptions and no longer can carry out their duties that they were trained for and cannot continue to coordinator the programs that they oversee because of their HR Liaison designation. If HROE

could not oversee the human resource functions when the campus was 40,000 to 50,000 students, how can they possibly oversee the entire human resource functions for 70,000 students? The Human Resource Liaison roles should remain as-is at the department level. HROE should develop and train more HR Liaisons often instead of abolishing it. More information needs to be provided and SPECIFIC details on how this affects staff. A lot of staff have worked very hard to be in the position that they are in. They have devoted many years to Texas A&M.

I am currently an HR Liaison for the Library and I do HR and Liaison work as my full-time position. The Library has centralized its 60 or so supervisors and I help them with staff hiring, the Library Career Ladder, both staff and faculty evals, position reclassifications, promotions, termination processing, employee issues, leave questions for their employees and process all new faculty and staff on first day. I also support and help the 240 staff and faculty daily with questions on leave, FMLA, Workers Comp, benefits and help onboard new hires. I do the 240 salary letters and about 85 or so faculty appointment letters annually. I also help with the annual faculty evaluation process with compiling the documents and comments and getting signatures and ratings for our Business Office for merit calculations. I would hope that since we have already centralized our operations, we would be able to be considered to stay helping our current department. There is a lot of knowledge and expertise that we have since we have worked with the same group for multiple years. I believe making this central to the big HR will slow a lot of these processes down. I have very good relationships with HR units and we try to limit the amount of extra questions they get by being the go between. Thank you for letting us respond to the report.

Removing the HR Liaisons from the department level and putting them all at the HR centralized level would be a tremendously bad idea! It would be very impersonal!! Having HR Liaisons in the colleges, departments and centers provide personalized service. We know our "clients" and are able to help them find out answers to their questions. They know exactly who to come to for answers and help with HR issues.

With Payroll proposed to transfer to HR and many administrative positions across campus providing both Finance and HR functions, it probably makes more sense for HR to report up to the CFO instead of the COO. In addition, HR has functions such as Compensation and Benefits which also interact with other CFO functions such as Budget and Controller.

I do get the sense that the inefficiencies are a reflection of the size of the unit. Here in the Libraries with ~230 employees having a dedicated HR person makes sense. I get good service from our internal people who do a lot more than simply liaison with HR. It has always been my understanding that the official "HR Liaison" role was a simple delegation of low level HR tasks that could be done by unit HR to alleviate the workload of central HR. I think the report is incomplete in the referral to several of the citations: Citation #57, "University of California, 2012, .. would save \$100 million". That was 9 years ago, did it save \$100 million? Citation #58, "UC Irvine, 2015, ... centralized ... to provide consistency ..." That was 6 years ago, did it work? Did employees and managers get better service?

None

The functions of Human Resources are vital to the success of every office. Due to the ever increasing workload forward facing departments that serve students must have responsive HR teams. I am not sure of the whole history but I predict HR liaisons and HR departments in other divisions were created due to lack of responsiveness of TAMU HR (Big HR). Our office is currently served by AABS and they are very helpful and responsive. We have to use TAMU HR when it comes to discipline and termination of employees. While this is not a task that we do often the responsiveness is very slow. When a department has to spend additional time tracking down answers to complex questions regarding staff this takes away from student processing and vital tasks for students. If consolidation is the answer I suggest a true assessment of staffing needs be done. For example if AABS answer all the questions for X amount of people and that is rolled up into Big HR, the staff have to be as well. For support to decrease, it would be detrimental. Big HR must be staffed to answer questions within a quick time frame.

Student Employment Office to HROE-- I wanted to provide some clarity and understanding to consultants and other university staff on the functions of the Student Employment Office (SEO). SEO might have been seen as a separate office under the VP of Enrollment & Academic Services which duplicative functions within Human Resource functions (HROE). SEO is within Scholarships and Financial Aid (SFA) and is responsible for oversight of student employment at TAMU. (TAMU SAP 33.99.08.M0.01) Student employees are categorized as either a student worker or a work study student (awarded federal or state financial aid funding specific for employment- for on campus or off campus employment). It is important to note that Graduate Assistants are not categorized under student employees and Graduate Assistants are not part of the scope of the SEO, all the hiring etc... for Graduate Assistants is within their respective departments. The



functions of SEO are very different from what HROE or a traditional HR would offer to students and those who supervise students. SEO does not directly on-board student employee's campus wide, on boarding student employees on campus is decentralized within departments who hire students. These hiring departments handle the human resource functions to ensure the students are eligible to hire, complete of all required paperwork and facilitate Workday entry. I point this out as withing the MGT report it states "it takes too long to hire and get a student on board", this function is not handled by SEO. SEO- must verify a student is eligible for work study-the programs that are state and federally funded for the specific purpose to provide financial assistance to help pay their educational cost.

SEO- • Assist students in a detailed job search • Actively assist employers in filling positions o Promote specific job openings via Jobs for Aggies social media accounts o Assist with targeting groups of students o Advise on job postings • Coordinates and hosts an annual part-time job fair • Coordinates the Community Service Program which is required by the Federal Work Study program • Coordinates and hosts National Student Employment Week activities, including the Student Employee of the Year Awards Ceremony o Both a Campus and a Community (student not employed by TAMU) student employee of the Year are recognized • Maintain a job board for both on and off-campus positions o Texas A&M participates in the Job Location and Development Program which is funded by the Federal Work Study Program. Through this program we help identify and promote off campus employment opportunities in the local area. SEO assist approximately 10,000 students find off campus employment each year, which is important to those students who need jobs, and to the community which could not run their businesses without the TAMU students. o It is critical that students have ONE location to perform a job search, reduces the ability for missed opportunities for students and employers. Students know where to look for jobs. o SEO monitors to make sure that all required on-campus positions are posted on the job board. (enhanced student experience initiatives implemented a couple of years ago) • Provide on-demand workshops and information sessions that are relevant to the current/immediate needs of groups of student employees and supervisors. • Assist employers with the creation of job descriptions that include learning outcomes (another enhanced student experience initiatives) value added for student so they can take job skills with them as they graduate and move into their full-time careers. • Work Study funds management including federal and state compliance and reporting, working very close with accounting services and EIS/Banner for reporting data for the following: o Data for the annual required Fiscal Operations Report and Application to Participate (FISAP) reporting-required reporting for all campus based federal programs by the institution. o Data for Financial Aid Data System reporting-required yearly reporting by the State of Texas for all financial aid administered on campus (3 cycles for each campus-College Station, Galveston and HSC). o Ensure compliance of federal and state work study policies and regulations ☐ Educates hiring departments ☐ Coordinates Community Service Program ☐ Ensures Reads and Counts program meets requirements by working with College of Education • Promotion of student employment as an enhancement to their education. o Information presented at the following events ☐ New Student Conferences ☐ Fish Camp ☐ Howdy Week ☐ Aggieland Saturday ☐ Resource tables • Offer career readiness workshops specifically designed for student employees • Ensure that students receive performance reviews annually • Offer workshops specifically designed for supervisors of student employees and HR Liaisons including o Rules, Regulations and Best Practices (including work study) o Supervising students o How to utilize the Jobs for Aggies Job Board The information provided is to provide the responsibilities of the SEO, the services provided to students and supervisors, as well as the administration of federal and state work study programs, reconciliation and reporting to the federal government and state of Texas. The value SEO adds to student who work on campus, and off campus and value added to those who supervise on campus beyond traditional human resources on boarding and payroll processing. Best practices on the administration of federal and state work study programs note the combining of these functions within Scholarships & Financial Aid. There are established relationships on and off campus for work study administration. I asked that you thoughtfully consider all information presented and the recommendation to NOT remove SEO from the Scholarships & Financial Aid. I am open for any additional questions related to my recommendation.

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I appreciate the cross training for employees, that provides many opportunities for helping students when other members of an office are unavailable

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Love the one-stop service center. Not sure about eliminating HR Liaisons. They provide a wealth of services that may not have been noticed in their evaluation: Travel liaison, Guest Access Liaison, Workers Comp/Incident Reporting Liaison, Training Liaison, etc. If these services are centralized within HR that could be more effective and efficient than the current operations, but if no provision is made for these dropped duties at the departmental level, it could create problems. Would LOVE more leadership opportunities, but please don't limit them by age or years of service. Please don't presume that everyone plans on retiring the moment they hit the Rule of 60. I am fully prepared, committed and

competent to step up into leadership.

Positive Many of the suggestions appear to move towards a more efficient workflow as a centralized structure. These changes, for a large entity like A&M, will help in areas of compliance and provide consistency in processing and cross training. Integrations into HROE that will have impact on efficiency include: • Student employment from Provost Office • Payroll from Finance • Faculty Personnel/Hiring from Provost Office Focusing on and putting resources towards succession planning and talent management is highly valued and needed. Concerns A clear definition and understanding of the dotted line is needed. We embrace if it aligns processes for compliance and consistency and if it provides opportunity for open dialogue prior to decisions being made. Especially when those decisions impact employees of other System members. A concern with some of the suggestions throughout the report is how to successfully implement. Changes in the areas of facilities, IT, business services, communications and HR have the appearance that to implement many of these units will require additional director level and higher positions and the staff within will significantly grow. To successfully centralize there may be a need to add staff across these administrative/service divisions. Is bigger always better? Will other areas of the A&M System, who are already successful in similar structures, be negatively impacted by their staff being pulled over to A&M?

Not sure if centralization is the best approach here, due to the volume and the unique situations of various colleges. BUT, there does need to be a much better line of communication. It currently seems to go from HROE to the college HR, but is very often not communicated to the individual faculty/staff level. Communication issues are numerous.

I wish to recognize our Division of Research representation, (REBS) and express how important these subject matter experts are and the hope that they will continue to "major" in DOR related matters, while having others "minor" in DOR related matters, for cross-training and depth of knowledge. The relationship aspect of centralization can and should be addressed, respectively, for optimal results.

Regarding: Recommendation #1: Reorganize HROE and implement a one-stop human resources service center • Student Employment from Provost Currently the Student Employment Office (SEO) is within Scholarships and Financial Aid (SFAID). SAP 33.99.08.M0.01 designates SFAID as the office responsible for oversight of student employment at TAMU. Student employees are categorized as either a student worker or a work study student. Graduate Assistants are not categorized under student employees. Oversight performed by the SEO differs greatly from what a traditional HR office would offer to students and their supervisors. For clarification, the SEO does not directly on-board student employees campus wide. It is the hiring departments responsibility to ensure that student employees are properly onboarded, including completion of I-9s and Workday entry. There are numerous other functions the SEO engages in that are detailed below. • Federal and State Work study management o Awards and reconciles approximately \$4 million annually o Verification of Federal and State work study eligibility o Work Study management including federal and state compliance and reporting ☐ Provide data for FISAP reporting ☐ Provide data for FADS reporting o Ensure compliance of federal and state work study policies and regulations ☐ Educates hiring departments ☐ Coordinates Community Service Program ☐ Ensures Reads and Counts program meets requirements by working with College of Education • Maintain a job board for both on and off-campus positions o We participate in the Job Location and Development Program which is funded by the Federal Work Study Program. Through this program we help identify and promote off campus employment opportunities in the local area. We help approximately 10,000 students find off campus employment each year. This is very important as we have over 70,000 students and cannot employ them all on-campus. o Critical that students have one location to perform a job search o The SEO monitors to make sure that all required on-campus positions are posted on the job board o Assist students in a detailed job search o Actively assist employers in filling positions ☐ Promote specific job openings via Jobs for Aggies social media accounts ☐ Assist with targeting groups of students ☐ Advise on job postings • Coordinate and host an annual part-time job fair • Coordinate the Community Service Program which is a required component of the Federal Work Study program • Coordinate and host National Student Employment Week activities, including the Student Employee of the Year Awards Ceremony o Both a Campus and a Community (student not employed by TAMU) student employee of the Year are recognized • Assist employers with the creation of job descriptions that include learning outcomes • Promotion of student employment as an enhancement to their education • Present information at the following events: o New Student Conferences o Fish Camp o Howdy Week o Aggieland Saturday o Resource tables • Performs internal monitoring of colleges and departments o Ensure that students receive performance reviews annually o Ensure that all on campus jobs are posted on Jobs for Aggies o Ensure all job descriptions have learning outcomes • Offer on demand workshops and information sessions specifically designed for supervisors of student employees and HR Liaisons

including: o Rules, Regulations and Best Practices (including work study) o Supervising students o How to utilize the Jobs for Aggies Job Board • Offer on demand workshops and information sessions specifically designed for student employees, such as – o Career Readiness o Workplace Etiquette o Quality Customer Service o Community Service Program Information Sessions To best serve students and their supervisors/hiring managers and maintain compliance, it is important that SEO remain a part of SFAID. Placing the SEO under Human Resources will result in decentralization of student employment. It is critical for SFAID to maintain the Federal and State work study functions to ensure oversight of the program. The job board must exist to offer both on and off campus employment opportunities. With student enrollment over 70,000, it is important that our students have one resource where we are able to provide as many job opportunities to our students as possible. This streamlined, one-stop approach limits confusion by providing a central location to which students may refer. The SEO has an established presence on campus as part of SFAID. The SEO collaborates with many offices and departments on campus regarding employment and student development. We believe moving these functions would be detrimental to students and employers across campus. It could also jeopardize compliance that is essential for Federal and State funding.

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This reorganization is important and much needed. If the idea is to create a "one stop shop" for employees, you may want to consider whether Immigration Services for faculty and scholars (and staff -- whom they also serve) should be in this unit as well. If the Faculty Separation program is enacted, would it serve the university to have a staff separation program as well? There are few "training" programs on campus for staff development. Should there be more? Perhaps reexamine the impact of "Flourish".

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The current proposal removes the embedded HR Liaison from their role. At the same time, the proposal for IT is to make embedded roles. Either embedded roles work, or they don't. This give the appearance of less about improving the HR system and more about making the HR system more difficult to traverse. The purpose for these roles is to give employees, units, departments, colleges, etc. a single person to go to about their issue. I fear that by removing these individuals we will end up with the same issue we have with IT. I put in a help ticket and hope that the person who gets my ticket knows what they are talking about.

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Streamlining of processes and coordinating efforts would be a welcome change.

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Creating a new unit for Flourish is something that makes sense and would give them space to create more events especially they are able to have more staff in that area. They are doing a great job of promoting wellness across campus, and believe they will have even more success if they become their own unit. Having all human resources in a one-stop seems a hit or a miss. There are staff that deal with Human resources more than others and that may hind the ability for them to achieve success in their role if human resources is centralized. I had the role of Program Assistant and that required me to deal a lot with varying departments and would likely make the job of someone in that role today more difficult. This will also make it hard for our graduate students to get answers when they are RA's, TA's, GAR's etc. Graduate students do not have as ease of access as undergraduate students do with resources because resources are mainly focused on undergraduate students. I have first hand experience of being an undergraduate student and graduate student at Texas A&M and things completely changed when I left undergrad and became a graduate student.

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Mandate quick response times from any centralized organization (30 minutes or less, perhaps). Otherwise, critical service that are currently addressed in an appropriate, timely fashion will fail.

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HR is essentially already centralized. The liaisons you've mentioned are not really HR staff; they're departmental support staff who have HR knowledge. Without them, faculty members will have to handle the departmental legwork of anything HR-related themselves. (Or you'll have to hire a bunch more Admin Assistants to do it for them, in which case you might as well have kept the HR liaisons.) Again, NO to centralization. Departmental employees don't want to work directly with a faceless central office that doesn't know anything about their department's particular circumstances or needs, and faculty certainly don't want to deal with the minutiae of HR operations. All that's going to happen if you centralize is that departments are going to hire more administrative staff to handle that stuff for them – and they're going to want administrative staff who know about that specific task, so you're just going to replace a Business Coordinator with an Admin Coordinator for HR, and frustrate faculty in the process. It's especially foolish to consider centralizing Qatar's HR operations, given the wildly different circumstances related to pay, benefits, immigration, and labor law that apply to that campus, as well as the fact that the campus's operating hours are 8 to 9 hours ahead of Texas, Sunday to Thursday, which means that the Qatar and Texas work weeks only overlap by 3 days. (By the time Texas starts work on Monday, Qatar has already completed 2 full days of work. And when Qatar ends the week on Thursday, Texas still has 2 full days of work ahead.) It's completely impractical to expect Qatar to rely on a centralized

## HR operation.

Responses collected from College of Dentistry HR Staff: I agree in having a centralized HR office at TAMU serving as a central decision-making authority, improving on-line technology and HR services throughout the colleges/units. Having HR professionals located on-site at each college is valuable which affects the organizations success. Remote HR units play an important role in performance management, employee communication plans and strategies, policy implementation, compensation administration and strategic partners. Additionally, assessing retention to recruitment strategies, including turnover is important to effectiveness of colleges strategic plan. Recommendations: • In order to create a more centralized department, I would recommend removing the middle man as well as the HR liaisons. • Bringing everything in-house would require a larger COD Human Resources department, however it removes the responsibility from the departments. With the Human Resources department taking on a more active role in the hiring process, the HR liaisons will no longer bear the responsibility of wearing "multiple hats" as mentioned in the final report. • Remote HR offices improves employees trust of the human resources department, and its ability to answer questions directly. • Allowing more access in Workday to remote HR offices improves response time of certain processes (Ex. Moving candidates forward in workday, faculty and staff background checks) • Even though we are not involved with payroll, I do believe it belongs to HR since it is a fundamental responsibility in the HR field. I believe it only solidifies the need for HR. • The moving of faculty and student personnel to HR will increase efficiency on how the overall hire process is conducted. • I strongly believe the divide of Dean of Faculties and Staff causes a large amount of internal issues that could be resolved if HR was involved. • I agree with the cross training and removing the HR-Liaison network. • As an HR employee, I believe this would incentivize us working in remote locations to stick around and continue conducting work as an official HR employee. • Previously, only having HR working titles did not fully capture what remote HR offices did resulting in only using this position as a stepping stone. Converting these positions into HR titles, would be the first step so retention and succession planning. • Including HR employees into actual HR business process instead of processing paperwork would be the cross-training I would like to see. It makes us better equipped to support our college, but also better HR professionals. • Business impact: local HR staff should continue to deliver human resources services such as staffing, compensation, training, benefits and labor relations on site. • The delivery of human resources services by college/unit can add value to improve the organization services, contributes to building work relationships with management and employees. • HR presence on each campus illustrates a holistic concern for employees and developing an engaged workforce.

Hi, HR Liaison here. This recommendation to eliminate Liaison Network is fine, I don't really see a lot of development for HR Liaisons lately (since switch to Workday). However, there is a lot of HR knowledge around campus in individual departments and consolidating that knowledge I agree would be beneficial. Yes I like the recommendation that current HR liaison would have the opportunity to become full HR staff. I feel like I already am full HR staff, just still in a business title. This is a sound recommendation however the University cannot house all HR staff in one building. Right now our faculty and student employees rely on our proximity in the department for consultation with issues and we resolve a lot of common HR questions at the department level. It would be best for faculty and student employees (Grad Assistants included) to stay located in the department or at least centralized in their respective College. On that note, just one HR Liaison's suggestion: if the University did not want all HR liaisons to be trained as HR/Benefits/Recruiting Partners, why not have one HR partner at each college, and with their own HR team reporting to them? One Partner to have full HR training, with their staff under them that they serve and train to one day advance to that level in another college of main campus HR (at GSC).

I absolutely agree. Overhauling all HR practices would be a Godsend. Our current retention effort at the College is characterized by the phrase...everybody (who is staff) is replaceable. Tenured Faculty on the other hand are bullet proof and untouchable by any discipline standards.

I agree that the idea of a HR Liaison system is flawed, but the suggested approach of moving full time College HR employees to HROE does not make sense. A vast majority of HR employees in corporate organizations have a centralized corporate unit, and business specific unit out in the field that get resources from the centralized group but works closely in the business unit. I think the HR Liaison group should be reduced to those that are 75%-100% in HR roles, but they should still work under their college or department. And rather than quarterly meetings for the field group with the centralized HR, there needs to be more check-ins to ensure consistency. I agree that the HR Liaisons need to be considered HR job titles, but they are engrained in the day to day function of the college. Some HR roles even assist with Faculty related issues, and that can't happen if field HR is reporting to the centralized group.

This takes away the customer service aspect to the departments. I understand that this would give staff more know, but instead of moving everyone, spend the time and money on training of the existing staff. Moving this to one hub, will cause chaos and will cause employees to have to wait long wait times for responses if they have to be put in a que system

The biggest concern I have about this section of the report is the obvious lack of understanding about what the HR Liaison Network is and how it functions. I wholeheartedly agree there needs to be succession planning and talent management. Additionally, we either need to drop the pretense that we recruit for anything except the highest-level faculty/academic positions or actually recruit. The old excuse about Bryan-College Station limiting the pool is no longer true (at least not to the extent it once was). It is not lost on me that this transition has been made much more difficult and contentious than necessary. While most everyone anticipates changes with new leadership, the MONTHS of minimal or no communication is unacceptable. Moving people and departments while conducting this study/review/report is unproductive and fosters mistrust. If you have already decided what changes you are going to make; then make them. Don't toy with people. Morale is the lowest I have seen it in years. If you are working about institutional knowledge walking out the door; don't alienate faculty and staff. Don't play favorites. How is developing a plan to allow "select" members to retire equitable, productive, and/or legal? If there are faculty or staff that need to be removed do it. To be clear most of these issues are NOT related to HROE they are related to leadership.

Fully reasonable & logical. This has worked well over the decades for the HR benefits office and should be consistent in all HR matters.

Same as above - I would miss having a designated team, but also think a one-stop shop would improve access to services.

Human Resources should be only centralized to the college level. University services should focus on effective better ran programs and services without taking away the integration within the colleges. Staff are the backbone of this university and should be invested in rather than centralized. Provide cross-training for employees- good title bad rationale. Staff should not be too siloed and should understand other positions within the organization, however boutique services should still exist and should be handled by professionals hired and trained to perform them. Eliminate the Human Resources Liaison Network- this is good if it means an increase in staff within the colleges to include fully trained HR Representatives that have a focus in HRD backgrounds. These individuals would be responsible in further developing succession planning and talent management.

This is something that is well overdue, although it is convenient for departments to have a dedicated HR representative this creates confusion on processes and oversight.

I am a staff member and supervisor that provides HR and Business Services to several departments within the Division of Student Affairs. HR and business services are more than processes that are handled in a centralized office. HR and business services are not two independent jobs, but are in fact, totally intertwined which is what provides the in depth service that is essential to success for our departments. To view these as separate jobs is missing a very important piece of the bigger picture of service. To streamline, especially in a university of this size, does not always result in more efficiencies, but in fact fails to provide an in depth understanding to make decisions regarding budgeting, HR, and forecasting to name a few. The need for in depth knowledge for guidance on spending, HR actions and their impact, is crucial for departments. Without this, the result is that departments are not able to focus on their expertise they were hired to do, but would spend time with duties and impact decision-making that is not their level of expertise. Only understanding one angle – business or HR - is not understanding the full picture of a department and how to best advise on actions. The uniqueness of each department/division requires business/HR people to be present in each area to provide that crossover knowledge specific to those needs and not reporting to a centralized area performing designated tasks or one area of focus. Another aspect not considered is the effect when you silo employees to become only knowledgeable in one area of duties (HR or Business). This does not allow for a well-rounded employee or a model that promotes growth to advance in one's career. It also does not allow an employee to have a full picture of departments or possess the knowledge of how one area affects the other. Staff are not task workers, but are in career paths and want growth opportunities. I, as many, have sought degrees in these areas and bring a level of expertise to HR and Business, making our division, and in turn the university, successful. As a supervisor, the separation of duties will result in retention and motivation issues as employees become stagnant and are not challenged. I urge you to look further than the surface on separation of duties, centralizing staff into HR or business, and the result of what inefficiencies this will cause. As a leading flagship institution, we should be setting the path, not following one.

As a [REDACTED] I have some concerns regarding the recommended changes to the university. While looking at the scope of work done by our office, we are more than individuals completing a single task at a time. We, as HR Liaisons and business services representatives, have spent years cultivating intentional relationships with our departments to become a resource they can trust and on which they rely. Due to these relationships, we thoroughly understand the specific organizational goals of each department. When assisting with processes, whether budgetary or human resource related, these departments trust that the betterment of their work environment is our top priority. If business services and human resources are centralized as stated in this assessment report, building relationships with departments is no longer facilitated, and the services provided will not be as effective or valuable. When personal relationships are not formed and the organizations goals are not understood, how can an individual assist in any process, financial or personnel related, and be efficient or effective? Additionally, an overarching theory of organizational effectiveness is as follows: what works for one, will not work for all. With this in mind, comparing Texas A&M to other universities does not feel representative of our mission statement: "... Texas A&M University seeks to assume a place of preeminence among public universities while respecting its history and traditions." In order to surpass like universities, why mirror their structures? After reading this report in its entirety, these recommendations do not align with the overall goals of Texas A&M University. Furthermore, it appears the recommendations made in this assessment in regards to business services within the Division of Student Affairs overlooked the importance and quality of service we provide. The complete effects of these changes were not considered, nor was anything assessed sub-surface.

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Eliminate the HR Liason network? This is effectively the same thing as centralizing academic advising. This whole report prioritizes data and analytics and has ignored the human element. Make sense because the report thinks sending a survey out to everyone is worthwhile research.

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The rationale for cross-training within this department could be applied to many other departments. More cross-training needs to occur across campus because currently there are people who leave the university holding on to institutional knowledge (or departmental specific knowledge) that should be shared out. I suspect department-specific cross-training is left up to individual departments, however, I think making the change here/at the top will directly influence the way department leaders train their staff. Professional development opportunities, specifically for staff, seem to be handled on a departmental level as well, but perhaps should be handled differently. I do think the professional development grants offered by DSA provide great opportunity for staff in obtaining professional development. I think making the process for accessing professional development opportunities more consistent across campus would allow for more effective dissemination of information learned through professional development opportunities. Pro dev should be given more weight in performance evaluations to further illustrate its importance and be an incentive for advancement. These moves make logical sense and seem to highlight the inefficiencies that are happening within HR offices across the campus.

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Elimination of the HR Liaison Network is a mistake. Many or most in that network perform their HR duties as "other duties" or as a small part of what they do and will not wish to transfer to HROE. Yet having that expertise and training in each department to provide assistance to departmental staff is invaluable.

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I agree with the recommendations in the report for HR. Having said that, I do want to say that while removing the HR Liaison titles and offering these employees the opportunity for a full-time HR role is a good idea, we cannot centralize the employees into one location on campus. I am in the College of Vet Med's Teaching Hospital and we have 4 "HR Liaisons" that already do HR full time. Having them in our offices is essential to their duties and keeping us functioning. If they were to be removed from our offices and placed in a central building on campus that would significantly hinder their abilities to do their jobs, which include face-to-face orientations for all the new staff.

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I really have no comment related to Human Resources and Organizational Effectiveness, however, I don't want a bunch of people losing their jobs. It is nice to have someone in the colleges to help with hiring, onboarding, and HR related issues or questions.

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Our department requires a more personal functionality in regard to Human Resource. If you implement this based on research you are taking the personal effect of creating a community out of Texas A&M.

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Succession planning and talent management has been a major need at A&M for years. For staff to make any considerable career or salary advancement, they have had to leave their department or college to do so. The onus has been on the staff member to identify career opportunities and seek them individually. As one university, there must be a better way to retain talent and provide encouraged opportunities for growth and development.

Human Resources should greatly consider flexible and hybrid AWL work schedules for university staff going forward. This would greatly benefit staff members mentally and physically, and would benefit the university through an increase in productivity that would come with the increase in moral.

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One thing I have often wondered about is why we are not more fully utilizing the automation and features in Workday. When I was a supervisor, for hiring or termination activities I got into the habit of working with my HR person because there were things I had the ability to do in Workday, some of which I was not supposed to do and I found it very confusing. I think that some additional personnel tasks could be delegated to the supervisors if the appropriate guard-rails were put in place in Workday. If there are things that supervisors should absolutely not do, those features should be disabled in Workday or modified so that the workflow sends the task to the HR person instead of the supervisor.

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The main feedback on this area is the HR Liaison Network termination. I am currently under TEES, but was one of the first HR Liaison Coordinators in 2007. This program has helped IMMENSELY with the coordinators, like myself, in getting the training and information that is needed in our day to day jobs. Even though I am now under TEES, I still attend TAMU network meetings and network with my TAMU counterparts. Again, in 24 years, this has been one of the greatest programs.

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My comments are related to employee retention. I have been an employee for two years and have seen much turnover in our department. As talented employees leave, they have often shared that the low salary was a contributing factor in looking for another job. It has been frustrating to see a job, where the majority of the employees have a Master's degree, in which the pay for this talent is so low. While I understand this is a job some use to "begin" their career, I truly believe increasing the salary would motivate employees to stay within the department. Additionally, the lack of remote options to work from home has been frustrating to watch. Our department was successful in working remotely for over a year. Once returning to the office in June 2021, the opportunity to work remotely was not extended. However, there are some staff that work remotely, as they do not live in the BCS area. When one sees other staff being able to work remotely full-time, combined with a low wage, it can lead to a frustration that has pushed some talented employees out.

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Great observation.

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I have better results when dealing with my local HR liaison than with central HR. The recommendations in this section make a lot of sense.

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I believe incorporating the HR employees into the larger group can be done. However, I do not believe that in all cases there is bloating. In our department our group is right sized and handling a great deal. From drug testing 100s of drivers to processing a steady stream of over 200 student drivers they all stay very busy. Our group walks management through discipline issues and hiring procedures for a very diverse department, participating in interviews and making sure university policies are followed. They do an excellent job. As long as they are left on site and continue to provide this level of service to our department, reporting elsewhere is not a huge issue. However, I am not sure that it is a huge benefit either. I would disagree with the report and feel the liaison program has worked well (at least for us) and our HR personnel take great care in following the guidelines established.

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Recommendation #1: Reorganize Human Resources and Organizational Effectiveness and implement a one-stop human resources service center. (p. 65) Recommendation #3: Eliminate the Human Resources Liaison Network. (p. 69–70) I support these recommendations.

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I think centralizing HR is a good idea, if done well. Hiring is hiring. I also think that the organizational effectiveness portion of HROE is not utilized to it's full potential. Staff has high turnover and most new hires are hired from other departments because they have university experience. That doesn't mean they are the best person for the job. Why don't we have a training center for those that want to learn university systems even if they don't work here - yet? There could be a pool for temp workers that have certain skills they have learned through the training center and outside talent could be up to speed on current systems, policies, and procedures.

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Very ineffective and HR doesn't help when a staff member has a complaint when a faculty member is harassing a staff person. When reported staff are told there is nothing that can be done about faculty misbehavior so staff are afraid to speak up. I have been physically accosted and there was nothing I could do. There is also NO privacy with HR. Our HR person was the person you didnt go to if you had a private matter. She held nothing confidential. I have found this to be true in all HR offices.

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No problems getting rid of the HR Liaison network- they never know the answer and we always have to find a difficult manner to get in touch with someone directly in HROE to answer our questions anyway. I would say investing in staff retention would be a great change- I am very lucky that my role has not been turned over the College. From my

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experience with colleagues who have not been so lucky, it is very difficult to grow and move up the ladder. Most have moved to other institutions to make this happen.

Moving to professional HR staff is another huge step forward! Our current system of liaisons means that most don't have enough depth of understanding to function effectively. It also means that guidelines are not enforced uniformly. I know of instances in another department when faculty was not told about medical leave available to them. I know of instances in another department when complaints of sexual harassment were not taken seriously by the liaison. Under the current system the liaisons report to the unit they represent, and they units they represent have a vested interest in keeping the status quo, so sometimes things are just ignored.

I fully support all of the recommendations provided by MGT as it relates to Human resources and Organizational Effectiveness. I do not work in that arena but the recommended solutions appear to address the reported findings.

I like the recommendations here. The people at HR are wonderful and helpful when we can get them, but the "many hats" has left the reputation that we can never get HR when we need them and phones are rarely answered. It would be nice to know who to contact and be confident we will get questions answered and be confident in those answers when we get them. Cross training is very important for all staff and should be a priority for their future advancement as well as the present benefits for being able to back up any one who is out of the office for any reason.

I like the proposition to have HROE employees the ability to be cross trained. We see tenured employees there leave all the time, and nobody is ever promoted up because of this. We bring in someone from the outside, who may run off all the employees or may do well. It is nice to see our employees succeed. I am uncertain as to removing HR Liaisons all together and what that would entail or how it would be from working at A&M during this whole time. I think having someone discuss this information with Liaisons would be best as the report is extensive but does not really describe the envision for these changes. For example, from the report I have no idea if I would be under HROE or if my HR duties would just be removed. Either way, open forum discussions regarding these changes would be best for all these groups mentioned.

I have to admit that since 20 years of my personal background is higher level HR functions, it is difficult to view communications from the outside. Actually, it is the lack of communication about items that affect me which i find troubling. I now understand retaliation, lack of confidentiality, discrimination and the cost of reporting issues to HR. Although i have seen much good in the area of benefits and the ombudsman program, i still have a lack of trust as to what happens in the hierarchy of departmental mgt.

Why not a VSP for senior staff as well?

While my role has typically enveloped Finance and HR within the School of Public Health, I have seen some improvements with the HR consistency under the transition of HR to the HSC HR arena. The only thing I would say is that the salaries for the HR Liaison positions should be moved to the HROE organization from the Business Office. It makes reviews cleaner for employees, and a person would not need to dotted line to another if they were reporting to HSC HR in some capacity. It would also be beneficial for HR Liaisons to be centrally located so that they can learn from one another and have a group of support for trouble shooting. While it is convenient to have an HR Liaison physically in the School, it wouldn't be much different if employees and students went to a centralized location for onboarding and HR processes. This would also remove any appearance of an HR Liaison performing a business role function within the School.

As it relates to finding #4, competitive salaries as it relates to staff needs to be studied further and not used as an empty selling point. The disparity in pay by position is at times demoralizing, the approved rationale varies by area and the "old guard" is often rewarded with increased financial incentive for being unwanted in one area and moved to another area so as not to rock the boat. Additionally, the work landscape has changed dramatically and fundamentally altered how many organizations do business. Higher education will need to conform in ways to that when it comes to employee retention. Remote work and/or telework work is an incredible incentive for many individuals - something many are seeking actively - as it provides work life, family life balance and instills trust in employees. By rethinking space allocation cost-savings can be identified that will help us realize our strategic goals through a basic reallocation of resources. Flexible options have the ability to provide benefits to both the organization and our employees in regards to alternate work locations, and cultural change. National trends show a rising shift towards more flexible workplace arrangements that allow organizations like ours to reduce overhead costs and create shifts in workplace culture. While this will not apply to everyone, alternate work location policies should become a fundamental component of our operations and resource accountability moving forward, including opening up opportunity for more diverse talent



without regards to location.

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The implementation of Workday was so hard and it is still challenging which is inexcusable. This is just an example of the need for the suggestions in the report.

---

OMG!! Worst HR group I have ever worked with. Everything takes too long, is a battle and no one seems to be able to HELP ME when it comes to hiring. I don't need excuses, help me SOLVE THE PROBLEM. Telling me all the things I can't do, doesn't help me get answer to the things I CAN DO. We are NOT competitive with Salaries and it is VERY Hard to attract/retain talent.

---

We definitely need the career ladders back. When the big assessment of titles happened, I went backwards several titles to one of several I had skipped as I moved up. In addition, my supervisor went from Project Director to Director to Asst. VP while I was in my working title of "Assistant to Director". The actual title I ended up in was one spot above the admin I supervise which meant that she has been unable to get a reclass because I have her boxed in. The targets I was given to "qualify" for a title change has moved over the years. In addition, some of my staff were re-titled to titles that are lower than their previous and which do not really reflect their responsibilities and role. All of these have caused morale issues. Having a clear career ladder like we had previously, and clear guidelines on what the next steps are would be invaluable and give staff a goal. Regarding training, there used to be many training options for professional development but the focus seems to have changed to specialty training to a limited number of staff per year, in cohorts, and very expensive, requiring nominations and approvals to obtain the training. In the past, we could get permission from a supervisor and sign up for training on our own, as either stand alone courses or as a package.

---

HR probably needs the most work of any area on campus. That area has gone down hill significantly over the last 5 years. I think removing the HR Liaison role is an excellent idea as long as the number of central HR staff is increased in order to cover the amount of work they will be taking on.

---

A decentralized HR was created in large part due to a completely unresponsive, slow, overly bureaucratic centralized HR department that had little care for the fact that hiring and onboarding anyone took months to accomplish. Often, a task would be the responsibility of a centralized HR up until it wasn't...and the job then just either fell to the floor or was passed back off to the department or college to complete. No one in central HR really cared that a recruitment stalled or an onboarding date was pushed back because paperwork got lost or delayed. There must be an elevated level of accountability within a centralized HR. Also, the delegations of authority as stated in published SAPs are rarely followed. Often, a request that only requires dean approval actually has a super secret, multi-level approval process that takes the item far beyond the college for approval. College leadership is left to play "mother may I" with approvals when the delegation of authority doesn't require such. Let's have a delegation of authority for human resources administration that is fair and consistently utilized. If we don't trust the deans and directors with their delegated authority, maybe the problem resides in the person, not the process.

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No comments.

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I think this is great as many time the HR liaisons have to confer with the central HR anyway since they were other hats also. This will give you a one stop shop and can answer your questions quicker.

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If HR was a one-stop-shop for all of my questions about my job, that would be great. But I like having the HR Liaisons so I know a specific person to talk to to get me started. I'd advocate for assigning a specific person as the point person for each college/division so you don't completely lose out on the human connection that sometimes makes it easier to ask vulnerable questions.

---

Support combining these efforts and aligning practices

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Same as above, consolidation at certain levels makes sense, but not across the entire campus. Colleges (no matter the makeup) have the need for "in-house HR staff.

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- Great strides have been made recently to invigorate staff development through the new Leading Others Programming. Unfortunately, this program cannot turn out the volume of training required - Adding Training requirements to career ladders would help incentivize training - A voluntary phased separation program makes sense to help route out entrenched thinking and resistance to change initiatives

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No comment.

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Anything to help create efficiencies here is appreciated. The liaison network, which has proven beneficial in the past, has

certainly outlived its usefulness. Dedicated HR staff can only help with the operational challenges of leveraging our large workforce to the university's benefit, and personnel can get the professional training they deserve. I like the idea of dedicating efforts to proactively recruiting a specific type of candidate for a given role within the university and marketing our employment efforts to that end.

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The structure of HR has always been a mystery.....

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I understand that eliminating the HR liaison network is an option but I am not in favor of becoming a full-time HR staff member. Who will make those decisions?

---

HR is a weak spot at A&M. Especially during the pandemic when even they never have answers. I don't know if this was because of their structure or the instruction from the top. I do like the changes and they make perfect sense, but it seems like they would be taking on a lot of different work.

---

HR & OE should be focused on better service towards employees, as well as higher salaries for staff. Staff will become harder to recruit and retain without higher salaries

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I agree 100% that HROE lacks consistency. I work as an HR Liaison for A&M Health and we do many things differently than TAMU. I believe TAMU may do things differently than TAMUS. As an HR Liaison, I know first hand the frustration of keeping up with which rules to follow and when. To me, it is the uncertainty of these procedures that makes my job as an HR Liaison frustrating. I agree that a "One-Stop Human Resources Service Center" would be an improvement for everyone.

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There was little mentioned about continuation or any emphasis on Wellness Works, Flourish, and investment into improving the health, and environments under which Faculty, Staff, and Students can improve their health status. This will help with employee satisfaction and also save money as a Self Insured organization.

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I think it is a great plan to more centralize HR, this will allow the University as a whole to gain efficiencies in resources and allow a more consistent HR process across departments

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This is a tough one as the HR people in the Departments/Colleges often have other duties that they are do in addition to HR duties. if they will only do HR, then additional people will have to be hired which goes against efficiency.

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I agree with a support the recommendation made by MGT.

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This sounds great!

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Similar to the Finance section, as long as there are clear processes for getting necessary things done that would have flowed through the HR liaison, eliminating this network also makes sense. I also liked the focus on giving these people opportunities to fold into main HR.

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#### THE PROPOSED CHANGES WILL BE GREAT AND ARE LONG OVERDUE

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While I generally agree with the findings in this section, I believe more emphasis should have been placed on employee retention. In the IT space alone, the pay scales and brackets do not make sense for the job duties expected of the role. With more and more companies allowing work from home, or a hybrid schedule, why would someone want to come work for A&M for less money and be forced to physically come to an office every day? There should be a system in place to evaluate whether or not a role needs to be in person all of the time, or some percentage of the time (or none at all). This would help marketability of roles at A&M and allow for further growth while retaining qualified and knowledgeable employees.

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In the beginning of the report, the fourth bullet for Findings & Recommendations is "Faculty and staff talent management is a critical issue". Further, it mentions "A high internal staff turnover rate, a relatively small pool of qualified potential employees in Bryan/College Station, and the recent increase in remote job offerings nationally spurred by Covid-19 are also threats to retention." However, I believe these rates are not directly addressed, instead suggesting processes and programs. I would recommend allowing more remote positions in order to compete with the national standard and thus retain more employees. Without this incentive, I feel that Texas A&M will be steadily losing good talent because of better opportunities elsewhere. We have seen this in our department in TEES and we will continue to see this in the future unless something is done.

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Staff members should be allowed a flexible, hybrid, remote work schedule option going forward that is agreed upon with their supervisor.

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## Human Resources and Organizational Effectiveness - Student

Please provide your comments related to Human Resources and Organizational Effectiveness:

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N/A

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Don't combine liberal arts and sciences.

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I really like recommendation #5. I think it's a good idea to have phased retiring with a new hire coming in to be mentored by the faculty member that is retiring.

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One-stop human resources service center would help students track all services they need help with.

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none

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None, agree with the MTG Report.

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While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

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None

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The liaison system has been a nightmare in my experience. While onboarding may be easier to do de-centralized (you get a college/depart-flavored experience), having any sort of HR question resolved with any sort confidence very rarely happens. So, I am very much for a centralized/authoritative location to go to for all HR issues.

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don't know enough to have an opinion

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Please don't do the plan. It's not a good plan. We don't like the plan.

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Hire substitutes to be on standby. I shouldn't be responsible for paying someone to cover a proctoring session that was scheduled for the same time I have an exam that's also been scheduled 4 months a head of time. Every ISD has figured out that its a good idea to keep substitutes on staff but for some reason higher education has chosen to forgo this. I'm not choosing to skip something, I have a university obligation at the same time, yet for some reason I'm the one punished for this scheduling error.

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let's make advisors more accessible please! and maybe have more than one dietician for the thousands of students that go here, too.

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Good.

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Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

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Texas A&M is not a private corporation or institution. It belongs to the people of the state of Texas. It is government. It should be run like a governmental organization. Keep the inefficiency, keep the bureaucracy, keep Texas A&M the way it

is. Stop trying to force it to change into something it isn't.

Good

No comment

N/A

Please don't change anything.

Provide cross training for employees is a good idea.

As long as their current needs are heard and considered, I am fine with the proposed changes.

I think that instead of merging the colleges together, possibly harming the personal benefits each individual college can provide for its students. Administration should be looking on how to make Texas A&M more inclusive for the college of Liberal Arts as its own entity.

It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

NOne

This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be it's own department.

n/a

Recommendation 5 can be very beneficial as many of our faculty are nearing retirement age. It is important to plan for the departure of these faculty members and a VSP could help plan for a retiring population. Developing a clear plan for transition is also key.

Tamu should stay and operate the same. No changes.

AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

n/a

well organized and structured

Consolidation seems like a wise move

n/a

I again feel that the more complex organization structure offers advantages if necessary precautions are taken to prevent bureaucratic red tape from interfering with the effectiveness. A new system might look great on paper but the resources to implement and learn such a system must be considered, and there must be a plan to maintain efficiency among the different departments the plan proposes.

one stop center will be overrun rapidly. Again a centralized system does not equal efficiency it means more details overlooked

N/A

The voluntary separation process seems a really good way to help faculty retire

Before considering whether to increase effectiveness, you must consider whether efficacy is actually affecting your program. I believe A&M is not affected by inefficiency But rather is affected by corrupt power.

It is a constant runaround if one has a question, including excessive response times and unfriendly sites.

Invest in a voluntary phased separation (VSP) program for eligible tenured faculty members appears beneficial.

n/a

N/A

I am concerned about the welfare of the HR and IT staff post-consolidation. I worry a bit about being understaffed if the schools are combined

n/a

GREAT RESOURCE, Please do not change or alter.

None

In different as long as they aren't liberal

n/a

N/A

N/A

N/A

Construction Science is a unique field that does not belong in the College of Engineering. Construction needs all the business classes as most of us will go onto to control construction project finances. Also, most of the structure classes we have now are way too advanced for even the jobs we enter. Engineering classes will provide absolutely no benefit to Construction students entering the general contracting world. The college of engineering and what Construction Science teaches are two separate things that should not be included together. Engineers job and construction do not mix even on a jobsite as engineers don't build actual buildings, construction guys are the ones on the job building buildings.

The SBS has very horrible customer service, as I remember them requesting me to get my card at odd times, and when I would go I'd be told to come back again as my "card wasn't ready." The receptionists also weren't very nice(in the GSC). However, I think the receptionists are better this semester(I'm talking about Spring Semester 2021.

Nothing to add here.

I respectfully think that there shouldn't be a merger of departments or libraries.

Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I

truly love this program, please fund it.

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The College of Science SHOULD NOT be consolidated with the college of Arts.

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The recommendation to consolidate into four large colleges is alarming and saddening. I desperately urge the university to reconsider the benefits of smaller colleges, particularly in regards to student retention and recruitment, faculty and student wellbeing, diversity, and research. As a geology student in the College of Geosciences, I speak for myself and my peers when I say this will remove the main reasons students come to A&M for geosciences. When searching for colleges in high school, I originally ruled out A&M out of fear of being swallowed up in a large school. Upon touring the campus, the familial culture of the College of Geosciences, the small class sizes, administrators who know you by name and are willing to bend over backwards to help all endeared the A&M to me. What was unthinkable became my first choice. Many of my peers chose A&M solely because of this. By removing this significant benefit, you will be losing a large portion of prospective students resulting in a lower overall caliber of student recruitment regardless of your efforts to better it. Now a senior, I love the College of Geosciences administrators and advisors, having been able to build personal relationships with them that the large colleges cannot boast. If we are merged, many of these stellar administrators will be laid off or overburdened by the addition of many times more students and a wide-even hodge-podge- collection of majors. We here in geosciences can trust our advisors to know us, our personal goals and struggles, and know they will do everything in their power to help. Not so in the other colleges. In the College of Engineering, for example, advisors do not even know the students faces and the relationship is stiff and cold. I have known many engineering majors struggle to get help in applying for classes, learning of resources etc. because their advisors are so overworked. Merging will only exacerbate the struggles of the larger colleges while dragging down the smaller. This lack of support will inevitably lead to higher dropout rates and mental health struggles. Students like me will feel more isolated, not less. We identify not just with the university as a whole, but as a college with its own unique culture that will be lost with a merge. This move will also harm diversity. It sounds counterintuitive at first, considering the College of Geosciences long struggle with diversity. I make this claim primarily in regards to scholarship. Geosciences is a college with lots of funding due to our important research and participation in IODP. We pull in well more than our weight, especially compared to the arts. The college takes a significant amount of grant money brought in by professors to aid in scholarship and facility development. For our professors, it makes sense that this money is taken as it will be fed back to their own students and facilities. If it is shared with the liberal arts, which brings in much less money despite its larger size, the cut of money being fed back into researching, funding earning students in the College of Geosciences will be harshly reduced, resulting in a lasting decline in productivity and therefor income. Scholarship money is already spread thinly in our college as it is, and it is a significant help to those students who can get it, particularly minorities. If we merge with the Colleges of Liberal Arts and Sciences, our money will be redistributed away from us as we are a much smaller number, yet more prolific college. Our scholarships will be reduced further to accommodate this reduction, pushing poorer students and minorities away from the geosciences when we should be striving for the opposite. Additionally, the merge into a College of Arts and Sciences will hurt the image of our colleges. When I hear arts and sciences lumped together, the first thing that comes to mind is weak science. Is that what we want our university to represent? Prospective science and geoscience students want a college tailored to them and their needs. Think also of the college specific Living Learning Communities (LLC). These, specifically the Geosciences LLC as I was a member and peer mentor of it, strives to welcome students, give them a community of students with similar interests (the geosciences) and teach them things that are useful to know in their fields. An English major wants to learn aesthetic writing while a Meteorology major needs to unlearn that from high school and learn technical writing. Research, job searches, interviews, types of classes are all vastly different. LLCs are able to specially design their courses to best help their specific students. The LLCs and colleges know this and tailor their resources accordingly to best fit their students. This helps both the students and recruiters in promoting our familial image. Loss of high quality applicants could even lead to the loss of IODP, a major source of pride and income in the College of Geosciences and unique to us in the entire western hemisphere. Even risking its loss would be irredeemable damage to our image and recruitment. Art and science are both noble fields, but are too different to reasonably combine. One or the other will suffer as what is beneficial to the arts will harm the sciences and vice versa. Are such minimal benefits as the convenience of a few upper administrators really superior to the wellbeing of faculty, staff, and students? Has a single person wished their college was larger and less personal? I think not. There are other ways to insure consistency of values across the colleges without merging that will not result in lower enrollment, fewer scholarship opportunities, higher dropout rates, worse mental health and community. Reducing spending is no use if it results in an even larger loss of income. Because of my

strong love for this college and university, I beg you to reconsider.

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Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

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This has been long overdue. I have been a grad student for 4 years now, and I have been in the same college the entire time - I have changed positions and departments within the college. Even though it is the same college - I still had to fill out the new hire paperwork again - and do the background check etc. Which is absurd and a waste of time and resources. Plus my wife - who is also a grad student had the same thing happen to her - but she had gone through it 3 times now.

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My advisor is fantastic.

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None

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none

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It is unfathomable of the number of HR offices around the campus, the consolidation in to a cohesive unit will save money and stream line the area.

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N/A

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I kindly prompt you to accept all recommendations. Your office ought to improve.

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n/a

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Most recommendations seem obvious, and I do not know why we were not doing this before.

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N/A

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I will say that, overall, I am in favor of a more centralized approach. I think the upcoming AggieOneStop will help with that a great deal, but other measures should also be taken. The only centralization effort I would be concerned with is centralizing the academic advisors. I am weary of the possibility of advisors becoming overwhelmed with all the unique circumstances that go along with each major.

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The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

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I am very in favor a centralized HR. A de-centralized HR has been one of the greatest burdens I've faced, with what seems to be a constant passing off of duty to other departments' HR units. My own department's HR staff often seems to be oblivious as to how to handle anything except the quotidian, and I don't think that that's any fault of the HR officer.

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N/A

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N/A

## Human Resources and Organizational Effectiveness - Former Student

Please provide your comments related to Human Resources and Organizational Effectiveness:

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I endorse all of the report's recommendations in this area.

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Bringing consistency and transparency to this critical area is a positive change.

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My only feedback here is that aspects of these suggestions sound suspicious. To me they read like a plan to save money by cutting staff, and then dumping more responsibility on those remaining. Cross training can be beneficial, but I hope the goal is not just to reduce overhead costs.

Encouraging faculty retirements can be a good thing, but only if they do not get replaced with just more graduate TAs or Adjuncts.

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Do not centralize. Just provide uniformity across departments.

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there is no organization. restructure everything and make offices communicate with each other

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This MGT survey was an abomination. Pushing the narrative further to change the campus and overhaul it to be another run of the mill university. What gives Texas A&M it's strength, power, and future, are the very things that make us unique. Curious how none of the universities we were peer/compared to are even in Texas. These comparison universities are beneath us, or different entirely, in the same manner as milking a cow vs milking a bull, and the complaining that your milk tastes differently. Cherry picked data to justify hitting Texas A&M with a banhammer and to alter the university, remove it's identity, entirely. People say that what we identify as matters, well Texas A&M identifies as Texas A&M, and if you refute that, you're a bigot and are dismissing the lived truth of A&M. Yes the College of Engineering is huge, as it should be. Advising is decentralized, governed by each major, as they should be. You'll never have a one size fits all approach, and trying to shove the university and it's respective colleges into a "big box store" feel, as this report would suggest, destroys the very fabric of what makes us Aggies. Trying to shove in 25,000 engineers by 2025 risks diluting down the degrees or simply put, dumbing down the curriculum to pursue more students. Additionally, merging the College of Fine Arts and Sciences, as many smaller east coast schools do, does not make sense nor enable either entity the ability to perform as unique and necessary institutions on their own. If you wish to improve the university, might I recommend cost saving initiatives like never paying for another such a slanted and asinine survey again. Perhaps considering cutting the University Administration's salaries by 10% as well. Speaking of cost savings, DO NOT outsource student on and off campus transportation. The current model makes sense, and such outsourced services at other universities always ends up being more expensive in a matter of a couple of years than any immediate cost savings might hint. You will pay more, get less, and be confused as to why... Why was this even an option? Look at what happened with outsourcing dining services. Pursuing diversity over meritocracy, over talent or the outcome, is a fool's errand. Diversity should be cultivated organically and naturally, not forced and mandated. Diversity is great, but chasing metrics and numbers over anything else and rejecting the notion of assimilation while encouraging the students to celebrate what separates us is not healthy. Change for the sake of change simply to change and virtue signal will not yet results, will not bring us together, and will not continue the ability of A&M to be a natural melting pot. Let talent speak for itself, and let those who wish to join A&M do so freely. The desire to erase campus landmarks to resemble west coast university appeal also does not sit well with me. Remarks about the Corps of Cadets being "too Caucasian" is not only insulting to our diverse group of Cadets but a surface attack on the Corps' rich history and selfless service. Creating more commissioned officers to the US Military than all the service academies combined should tell you that the Corps has the ability to form the talent, respect, and love for each other that is required in a military environment. The Corps of Cadets, and the College of Engineering, are fine examples of successful melting pots creating cohesion and powerful leaders. As they say, Highway 6 runs both ways. If faculty, administration, or students, do not like Texas A&M, they are free to leave whenever, and can go attend or work for a university more aligned with their emotional support needs. Those who wish to be Aggies will be Aggies. The University has thrived for a century and a half being run the way it is... Forcing us to change to be similar to UCLA or Maryland will destroy our identity. I say this as a First Generation Aggie, who came not from wealth, but a family of poor immigrants, refugees, and poverty. As the first in my family to go to college, A&M represented everything I aspired to pursue and be. I took on tremendous debt to break the cycle of poverty in my family. Texas A&M was the beacon to freedom, and it still is. The desire of the MGT survey however risks undermining that legacy for the Boogeyman fighting game of "equity" and "diversity and inclusion" while throwing out the University as we know it. I strongly believe the MGT Report offers the chance/opportunity/paper thin justification to radicalize and change the University to better suit the political leaning aspirations of those who dislike Texas A&M.

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I concur with the report findings.

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Howdy, My name is [REDACTED] I am a Construction Science graduate from the Class of 1997. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I start work for Zachry in five short days. I have always worked in engineering when I was using my degree. I worked for Fluor Daniel and for Lockwood, Andrews & Newnam performing project controls. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of



Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards,

Unable to comment

Rec #1 - I support the centralization of HR and Organizational Effectiveness.

The comments I made regarding the Provost Office also apply to HR and Organizational Effectiveness. It would seem to me that this is another area that should be centralized.

HR , Marketing/ Communications, and IT SWOT Analysis No significant comments other than there is no cost savings analysis prepared by the consultant to understand and support what costs may be saved. From an organization and management stand point, there definitely needs to be a consolidation across the university. I highly recommend that a further cost savings review be conducted before any changes are made, so it is clear what different changes will result in what savings. Then all changes can be ranked and the organization which best supports this cost savings can be implemented. I highly recommend that Eli Jones be considered as the individual to lead Marketing and Communications, and that he be involved in centralizing this organization on campus for effectiveness, efficiency, and return on investment. He is the right individual that will do a great job. Human resources organizational effectiveness: In finding number four, I think when business people give stock grants, shadow stock, bonuses in private or public companies that have a vesting period, employees tend to stay with such companies much greater than companies that do not provide such incentives. We need to investigate what public and private companies do, what other universities do, what A & M currently does, and what new ideas can be implemented at A & M with current faculty that gives them an incentive to stay over a long period of time. I highly recommend providing a multitude of Awards that recognize faculty and employees, which A & M currently does. Perhaps more monetary awards could be provided. Any incentives or bonuses that can be placed in pay plans that have cliff vesting would be excellent. Recognition Awards, recognizing faculty for superior performance regardless of age ( i.e., for young stars, don't wait to recognize them, do it earlier, not

later ). Very importantly, change the rule that truly outstanding undergraduates that want to proceed with graduate degrees and then teach at A & M have to move on to other schools for their graduate degrees and then come back to A & M. I am talking about true stars, and we have them. Don't let them get away.

I agree with the recommendations for centralizing and reorganizing Human Resources and Organizational Effectiveness.

Recommendation #1: Reorganize Human Resources and Organizational Effectiveness and implement a one-stop human resources service center. Agree whole heartedly; your HR structure is bloated and costly Recommendation #2: Provide cross-training for employees. Agree Recommendation #3: Eliminate the Human Resources Liaison Network. Agree, but reports from employees that they need the liaisons because they cannot get answers from HR must be addressed in the new alignment Recommendation #4: Invest in succession planning and talent management. Agree Recommendation #5: Invest in a voluntary phased separation (VSP) program for eligible tenured faculty members. Agree, these types of programs are highly successful in the corporate world

I support all of the HR and organizational effectiveness recommendations submitted.

No comment

Excellent approach to centralization, with significant cost savings and reduction of possible inconsistent policies.

I'm not sure how voluntary employee separation helps - unless you are trying to get rid of dead weight.

No opinion

Regarding Findings #1, 2, 3, & 5: All findings seem to be positive with good recommendations. Regarding Finding #4: Succession planning should be a requirement in all organizations. I was taught in the military that there was no promotion until my replacement was trained. In civilian life, I made it a requirement for all my subordinates to train a replacement or they did not get vacations! I agree wholeheartedly with this finding and recommendation.

No comment.

a. Recommendation #1: Reorganize Human Resources and Organizational Effectiveness and implement a one-stop human resources service center. i. Finding 1: Agree b. Recommendation #2: Provide cross-training for employees. i. Finding 2: Agree c. Recommendation #3: Eliminate the Human Resources Liaison Network. i. Finding 3: Agree d. Recommendation #4: Invest in succession planning and talent management. i. Finding 4: Agree e. Recommendation #5: Invest in a voluntary phased separation (VSP) program for eligible tenured faculty members. i. Agree, but this could become a money pit if not managed effectively

Any consolidation into a central organization should include ALL Colleges and departments. If you exclude some Colleges due to special circumstances, others will follow and the organization will continue to be decentralized.

None

Human resources an organizational effectiveness requires a team

This was under one roof years ago, but over time it just leaked out to other areas.

I think for the most part these are good suggestions.

This makes me nervous... In many organizations in the past, my experience has been that HR is the weak sibling, often causing many of the problems they purport to solve. If HR is to be centralized and given more authority, they should also assume greater responsibility and accountability to their internal customers. Find ways to measure key performance parameters and use these to incentivize group and individual performance/behaviors.

Decentralization is a villain. Leads to confusion and a non-aligned effort. The One Stop Resource Center is a great idea IF does not get so big that it can not in fact serve the one stop needs of all the players and units.

As an outsider looking in, there needs to be much better understanding of what organizational effectiveness means. And it starts with being able to clearly state what an organizations deliverables are and measuring performance against them.

PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M

conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. My husband and I are Aggies ('91 and '92) and have FIVE A&M Students ( '18, '19, '21, '23, '23) and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of Alvard and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

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Flourish becoming its own unit will be a great way for them to grow in what they have to offer for faculty and staff.

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It is unclear what "Organizational Effectiveness" is. Performance measures and stewardship of performance measure should remain within the college units or the college units will have difficulty owning the results.

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Not my area of expertise but it makes sense.

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Thanks for the opportunity to provide feedback on the MGT report and recommendations. I applaud all efforts to streamline the organizational structure at TAMU. I believe there is waste and redundancy at TAMU and many of the recommendations will help make the organization more efficient.

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None

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No specific comments.

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Finding #'s 1,2 & 3 - All appear to be reasonable with good recommendations. Finding #4 - Probably the best thing to do. Finding #5 - Okay, just watch the \$\$\$.

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Centralized Human Resources would seem to be focus area. However, HR is not my expertise.

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Approve the recommendations.

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Na

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Support recommendation 1 for One stop HR Center... makes for cohesion, consistency, more satisfied employees. Recommendation#2 & 4 no brainer Support #3 & 5

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No comments

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None

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No Comment

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Improving efficiencies always a goal.

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No comment.

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Periodic review and recommendations for improvement to operating departments is a good thing. If the study shows these to be wise moves, then they should be implemented.

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succession planning is huge! glad they are restructuring

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It is unrealistic to continue to cut positions while expecting the highest level of services, and we should be increasing resources for HR and associated staff rather than trying to centralize them out of existence. Furthermore, when HR is

not adequately listened to about key problems, then it is little wonder that we have the dramatic staffing issues we do (perhaps our high staff turnover is a good example of this). I believe this is also a good space to point out that the student utilization of academic advisors will continue to drop if the advisors are not associated with specific programs. We are already seeing this, so it should come as no surprise and be a sign to NOT "centralize" advising services even further.

Concur with recommendations.

A centralized HR is always a wonderful idea. However, in my experience at a large research facility, HR does not respond as quickly as an in-house HR person.

It is critical that human resources are performed consistently across the campus.

Hire more Aggies.

Seem like reasonable recommendations.

All recommendations in this section seem to be based on sound evidence and appropriate evaluation of the HR needs of TAMU.

No significant comments, except common practices in HR make sense and should create a level playing field.

See comments at the end on organizational effectiveness. Uninformed on HR.

N/A

As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments. Not only would it be horribly inefficient for all of these departments to duplicate their courses, but silo others within funding efforts.

The first four recommendations should be implemented. The VSP probably will be the most controversial recommendation. Is there any planning in progress to attract younger faculty? As an old Aggie, my perception is the VSP is a method to replace faculty with professors with more liberal attitudes and beliefs that do not represent what our university is about

Agree with #1-4 Recommendation #5: Disagree. The best professors are most often the ones who have long tenure.

As the university has grown in population, the need for administrative support has grown exponentially by comparison. The threat in this is that the administrative functions and those in administrative positions tend to see themselves as the drivers of the institution. This perception alters the mission of the university in ways that counterbalance the equation in unhealthy ways.

none

No no no no no no no no no.

I appreciate the fact that nothing was said in the write-up of Human Resources about equity, diversity, and inclusion. The purpose of Human Resources should be focused on staffing the University with the best qualified individuals that can be recruited.

N/A

No comments

I think this is going to be challenging to some extent. Choose wisely. There has always been competition for resources within the competing parts of the school. Servicing these changes into all of A&M will take patience and a smile.

Again, more high level, expensive position to achieve what?

Centralized HR seems like a sound idea.

This did not address how TAMU is going to add faculty to support the ever increasing enrollment. Enrollment should not continue to increase without increases in faculty. This also did not go into any problems with obtaining tenure by under-represented faculty. I know of at least 2 cases in the last decade where minority faculty were not retained at TAMU due to better offers by other institutions of higher education. Those numbers should be examined.

Do not give president more power

I support the recommendations.

Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

None

Proposed changes are reasonable.

No comment.

#4 and #5 seems like great ideas. This was a major headache as a student. "Prof. X has classes listed for next spring but he's telling everyone that he's going to retire. Oh wait, now he's not retiring. Now he is and there's no one else to teach the class."

Please do a better job screening current and prospective faculty and providing means for disciplinary action when members of the faculty (or student body) take actions which become detrimental to the university.

Centralized organization with economy of effort and common practices should be supported.

Stop this diversity and inclusion madness. You are wasting money and teaching the wrong thing to new generations.

N/A

I agree with the recommendations in the report.

Again, adding too many positions!

XXX

My perspective is TAMU has a lot to catch up on here. I agree with the report's conclusions.

Just hire staff members who understand and basically are in tune with the long term service culture that has defined A&M for almost 1 and 1/2 centuries.

Recommendations sound logical.

Agree with assessment, need to advertise what's available.

The lack of discussion on diversity and inclusion in this session was very disappointing. The report does not provide a cost/benefit analysis of the effect of these changes. In some cases, the offices may need to be moved physically to be in one location. It can be a very expensive proposition with no clear returns provided. Texas A&M University has withered

the challenges of the last two years very well. I am not sure why such drastic steps are being asked. What will be the benefit?

Agree.

None!

The general emphasis on efficiency and eliminating duplicative efforts is good, particularly if some of the resources saved by the efficiency could be used to reduce tuition and other costs of attendance.

Another area where consolidation and centralization will provide economies of scale and scope.

none

Centralization of this is something that must happen.

I agree with recommendations.

None

I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

N/A

The proposed HR org chart does maximize the efficiency of the HR organization and lacks logical functional alignment of shared activities and services. For instance, payroll should be aligned to a comprehensive Total Rewards function - I mean, it's literally in the title "REWARDS"...that's just common sense. Also, if steps are being taken to evolve the HR organization into being future focused and more modern in the services provided to their customers (aka, employees), the Org Development and Talent Management/Succession Planning functions should be combined. The combined objectives of both groups are to attract, develop, and retain talent. Separating these focuses into Org Development (which is really Learning) and Talent/Succession Mgmt - which is simply external recruiting and internal recruiting (aka, Workforce Planning/Internal talent mobility) makes NO sense. I do agree with Finding #4 in the sense that the university should prioritize the satisfaction of their employees. Beyond just "better onboarding, competitive salaries, and good benefits"...the university should dig deeper and tap into what really motivates employees to stay with an employer...see below article that was published by my company. <https://www.accenture.com/us-en/insights/future-workforce/employee-potential-talent-management-strategy> HR should be setting the talent strategy in partnership with the "business" (the faculty and staff) where talent/skill gaps either currently exist or are forecasted to exist based on demand drivers. Key factors related to areas of expertise amongst faculty, aging workforce, skill gaps among staff to ensure continuity of services, etc. Students, while a nice stopgap for staffing shortages, are not a long-term or viable solution for the university. Alternative talent models should be considered, such as an adaptive talent model where contractors and automation/digital solutions are leveraged to offset talent shortages. Efficiency gains through the automation of highly repeatable, high volume tasks can free up capacity/focus for limited staff to perform more strategic activities where human intervention is required and preferred. Also, Finding #5 and Rationale #5 is missing the component related to talent development/succession planning -- not all faculty should be hired externally, some can be developed from within - much cheaper and promotes the point in Finding #4 related to "Career Ladders". Also, it's a terrible idea to give absolute power to one person to make the decision to select participants, determine eligibility for VSP payments, and construe the terms of the VSP agreements. No one individual should hold that power - it should be a joint decision, shared by not only the President of the University, but talent strategists from HR, Faculty leaders, and most importantly the decisions should be underpinned by data to support the rationale beyond just age -- skills, academic prioritization of the university, etc. I believe while the findings and recommendations of this report are mostly in the ballpark, they are barely scratching the surface of what's possible for the way the university addresses its workforce to prepare for the future. I would be happy to discuss this further with anyone at the University or the consulting firms who developed the report. [REDACTED]

See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes

based on this report.

Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

n/a

Yes. Agree this should be centralized

Recommendations seem worthy of consideration.

N/A

I have personal experience of the negative approach of the applications & entry procedures of new students. I suspect the cause to be the overwhelming flood of applications. There seems to be no allowable consideration and 1 small line not filled out on the app is indiscriminately kicked out. Is TAMU becoming so blindly conditioned to being #1?

A one stop solution for HR is usually the best course of action. Focus on employees and students is key.

Streamline operations per the report.

for this,IT and Marcom, the number of people in these functions can be reduced university-wide by 50%. Everyone wants their HR, IT and speech writing person(s).

HR services can use some improvement. Easy finding to make. Not sure if solutions are the best.

No comment.

Everything at TAMU suffers because of decentralization and siloing, academically and as a part of staff and as one who received financial aid. Layers of administration and redundancy made it very confusing as to who was in charge and who had the ability to help my needs.

No comment

Don't take good jobs and pensions from the citizens of College Station.

A&M can stand to treat folks well and keep them happy at our isolated outpost of humanity.

The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

Recommendation #1: Reorganize .... Agree. This is a long overdue alignment of HR and Payroll functions. Implement now! Recommendation #2: Provide .... Agree. Another good idea. Recommendation #3: Eliminate .... Agree. Centralizing HR support will significantly improve this service for the University. Recommendation #4: Invest in .... Agree. Succession planning is vital for any large organization. Recommendation #5: Invest .... Agree. Good idea.

In business the "one stop" shop is a great way to weed out innovation and the ability to front line needs to be filled. HR while "inefficient" for centralized planners, it is the death toll for recruiting appropriate talent.

I support these recommendations.

A&M faces significant succession planning problems. Without a clear path forward in addressing the looming exodus of institutional knowledge and relationships held by the senior faculty, it will take A&M years to recover from these loses.

Although centralization of Human Resources may be cost effective, there should still be maintained specific organization specializations that can help with specific needs that a generalist cannot provide. I don't agree with getting rid of all part-time HR Liaison Network staff for full-time as there is usually a reason they are part-time instead of full-time whether it is a side or second job. It does sound like though as crazy as it sounds that the university needs to do better at its core function of preparing young people for real jobs so that they have the motivation to actually work after their time training at the university. Apparently, right now people can't remember why they went to college and they don't want to even work.

There are too many HR employees in the system. This organization should be cut by 75%. Get rid of all the part time employees and expect more from those who have high level titles. Everyone seems to be a director of vice president, but nobody even has the courtesy to respond to potential candidates. Additionally, most current HR personnel do not know anything about the roles they are filling. They do not consider anyone from outside "academia". This does not enable new ideas to be presented. HR continues to go to the same old academia pool for candidates, even if they are less qualified. They don't even respond to candidates. This department needs cut and overhauled.

I believe in the need to have a very strong and skilled HR and OE organization. However, in many companies today, this organization can be large and expensive and lack real process discipline and success metrics. Many of the metrics of HR and OE organizations today seem to be more politically or perception oriented, given the current corporate and governmental culture today, versus focused on real success of the organization and the individuals in it. To be clear, I'm not suggesting that we shouldn't track and respect the norms outlined for HR related statistics in large public universities today. I'm just saying that we need to go beyond that to really drive process discipline and results that set our great university apart, based on our mission and core values.

Good!

Repeat: Maintain faculty who have experience in the private sector where possible.

I like that these recommendations seem to allow for processes to be still be carried out if personnel are out or leave. And it will create a central location for employees to get HR help which will make their lives better for sure.

There does seem to always be a lot of each department fending for themselves rather than overlap of resources. The right hand doesn't know what the left hand is doing.

I don't feel I know enough to comment.

More women Professors and less making the women do most of the work without most of the pay.

I agree that there need to be options for faculty members to reach out to outside of their Academic hierarchy so that everyone feels secure when venting their suggestions or grievances. Again, TAMU should strive for the best as far as Meritocracy and not base these department salaries, tenure, and positions on "equity charts". Hire the best and allow them to do the best research, teaching, training, etc.

MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

can't say

Same as above

Agree

Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

I think it's beneficial to have one HR department



I don't understand the issue enough to have an opinion here.

Turn employee development around to help employees learn that is their responsibility to design and development themselves. Recruiting students is important, but recruiting faculty is more important.

N/A

None

Agree with the recommendations from the report

Like

A one stop shop for HR makes sense and the skill building for existing work force makes sense as do a pass down of institutional knowledge from aging workforce. Again it seems like a tone of new folks reporting up to one senior manager on the side of HR just be careful that these are not getting overloaded.

Support

133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

Consolidated HR sounds like it would be a mess and add delays to hiring. Get everyone on the same systems, but keep hiring processes independent.

HR is primarily irrelevant in almost every organization. It is merely a check off department for compliance purposes without any merit.

No further comments. Not enough information to agree/disagree with recommendations made

Ags need to be able to be referred more easily around for HR and health. I once got hit by a car on campus and had to still take an exam because the teacher could not reschedule it. Kinda messed up, but my grade suffered severely for it.

Why does every suggestion involve increasing the size of the faculty/staff? That should probably be the main question you ask. Do you actually need a larger staff or do you need better management, by that I mean hire leaders. Cross training is absolutely a good idea, it's a better idea than creating a faculty/staff that rivals the actual size of the university.

The consolidation of HR functions and service providers to the HR department is well rationalized. This section shows that the report is capable of effective analysis on centralization/decentralization issues, which makes their justifications on combining colleges and decentralizing Student Affairs more worrying.

Just as with most other areas of concern here, a significant amount of consideration should be given to diverse needs and benefits of specialized areas. Otherwise, centralization stands to yield improvements as proposed. Additional review may be implemented with phased separation- as far as changes that should be made to positions as much as retaining critical roles. Also, cross-training as presented signals a slippery slope away from staff investments unless given strict guidelines and incentives.

When I worked at the Office of International Coordination (OIC), we went through a reorganization and the new director (a political appointee--wife to the chair of the state higher education coordinating board) fired everyone who was hired by the old director. She then hired cronies and friends of those family members. During this time of reorganization, this must not be allowed. The Human Resources department should have a grievance/whistleblower hotline to insure transitional departments do not become fiefdoms.

no comment

As a former student who worked at A&M for 8 years, I would have LOVED to have remained in College Station for the rest of my career, but the opportunities for professional advancement were extremely limited and the pay scale laughable comparable to similar institutions across the nation. If you're worried about losing institutional knowledge through attrition, you have to be willing to invest in the people and give them a reason to stay.

None

Efficiency, efficiency

TAMU is exploitive of the people who work on campus cleaning, planting, and cooking. Having caste these workers to contract companies who pay below a minimum wage and provide few benefits hardly shields the university from the glare of its abdication of responsibility for all the people in its sphere.

I didn't read this section as well as I should have to have concrete feedback. HR in many corporations is out of touch and used for hiring/firing. This department has the potential to be the heart and reflect the culture of the organization when it comes to helping, showing compassion, enduring that employment and discrimination laws are upheld, etc.

College Station is not the most exciting place to live. I have friends who are professors and live on the outskirts of Houston. They want better schools for their families, and more entertainment options. I know it must be a little more difficult to recruit leaders in faculty. I would think higher pay and investment in faculty "amenities" would help in your hiring. I feel money spent on education/hiring rather than having the best locker rooms might be a good trade-off.

Agree this is an important function to be centralized across all campuses.

This is especially important when hiring new faculty & administrators. Too many universities have almost exclusively hired people with a far left mindset. Their classrooms have been a breeding place for far left ideas. We need to provide a broad set of ideas to our student base & then let them decide what track they should follow. It is also critical for administrators to be able to ride the fence with their employees.

Some centralized policy and departments here could help but again "one size doesn't fit all" when it comes to talent in each college. Decisions still should rest in the hands of the Deans of each college and their departments.

Agree with recommendations

None

N/A

Agree on all recommendations.

We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

Diversity is important but must never override talent and skill.

Voluntary Separation programs typically cost a lot of money and often those that opt out are often hired back on a contract/temporary basis at increased cost.

Cybersecurity measures should be the strongest in the HR area.

I love my University a great deal, but would gloated to see my alma mater be ripped apart by DEI efforts that focus on critical race theory. And as a Hispanic, Mexican American, first generation college student, I can tell you that we are a very prideful people. We do not want to be coddled. Challenge minorities to rise to the occasion, but do not treat us like we are stupid or that something is wrong with us.

What HR? HR should be involved in getting students career jobs from day 1. Faculty are never happy unless they have tenure, and most will never get it, so help them find industry jobs so they can learn enough to become a better future professor.

I disagree with Human Resources handling Payroll. In my 25 years of experience corporate, state, private, etc...that is a no! I'm not sure who at this company put that flowchart together. That is an auditing no no! Recruiting would be nice. I see it never says much more about that. The former Aggie network has really deteriorated the last 20+ years. And my husband & I have talked about coming back for years and have never seen an attempt at hiring.

Stop promoting/prioritizing the jab

No specific comments here.

I am a big supporter of diversity and inclusion. I have limited my support of the university in recent years because of the

"conservative" leanings of the school. So much so, that my son and daughter went to UT Austin for Engineering. No mentioned in this report is any deep analysis of the Engineering School, but as a former student I have concerns over the school becoming too big and the quality of the engineering education reducing with the increased enrollment (10k is too big, 20k is just insane)

Strongly support creation of a centralize, one-stop HR organization. I support investment in a VSP, as long as it really is voluntary. Actually, I'm of two minds about this. On the one hand, I believe strongly in the old guard making way for energetic new thought -- but some over-65 tenured faculty continue to be the crown jewels of their department. The cynical part of me worries that the real gems will take this 3-year phased retirement, while the old codgers that you really want to leave will just continue to hang on. Not sure if there's any way to deal with that....

no comment

Agree

none

Again, focus on recruiting the best talent. Don't even ask about ethnicity. Just decide what qualities you want and recruit those people. Good communications skills should be high on the list. Character is important. Honesty is paramount. Good pronunciation is important. Proper grammar. Public speaking is important, particularly if you want people to represent A & M to the public. Even front desk manners are important. Politeness and accuracy in speech and communication are important. Competence in specific areas should be important. If you recruit somebody to fill a role in workers compensation, for example, recruit someone who knows something about managing injury claims, or at least has done some research in that area before you interview him or her. I'd think a person who wants to work in worker's compensation or employee benefits should at least show initiative by interviewing someone who works in that field before applying for the job. Don't just take them off the street with the goal of developing them if they haven't shown the initiative of interviewing someone already in the field. Test people for short term memory. Design tests that will help you predict that they will be able to set priorities and follow through with their tasks. Remove any standards based on race or ethnicity that will give one candidate an artificial advantage or disadvantage over another. Don't engage in reverse discrimination to achieve a goal of diversity. Don't apologize for lack of diversity and don't waste money trying to increase diversity if you advertise widely and your applicant pool doesn't reflect the diversity you think would be ideal.

Payroll does not belong under the HR umbrella. It clearly belongs under the business/finance division so that the functions of determining and setting up salaries (compensation) are separated from paying the salaries (payroll). There must be checks and balances between these 2 functions.

Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

Be very weary of "centralization solves all problems".

Consolidate it.

no comment

Agree with the findings and the rationale for each, especially in the current environment of shallow labor pools and high employee turnover rates

I caution about the recommendation to merge functions in HR, IT, etc. The report recommends this to eliminate/reduce inefficiencies, but I've seen cases where doing this shifted issues to the "customer", e.g., people have to spend more time waiting on hold, sorting through a large organization to get to someone who is able to help them, etc. I'm not saying this will definitely happen, but it can and should be avoided.

Confirm the core values of our university are present in all hires.

MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

The student access to Human Resources is very cold and needs to be warmed in their offices. Student workers need to stay off their phones while working. This is a huge problem.

The age of faculty and lack of succession plan is startling. This is more of an issue of current leadership versus organization. Address the problem rather than moving around the deck chairs

Nothing significant here to comment on. Maybe these things help, but I don't think I am in a position to know if they are solutions or just reshuffles. Seem valid on the surface though.

Make every Aggies has a joyful remembrance tie even after graduation.

May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. Regards, [REDACTED] Class of 2014

No comments

I am concerned about trying to conform the employee pool to a "standard", consisting of "underrepresented" people. Faculty need to be hired and rewarded according to ability and talent and experience, not because they meet a profile need of some misaligned expectation.

I think one central HR is SO much better than different ones. SGA advocated for years for centralization like this and it seemed like we weren't heard. I am glad the firm's recommendations are being taken into consideration.

## Human Resources and Organizational Effectiveness - Other

Please provide your comments related to Human Resources and Organizational Effectiveness:

N/A

Regarding recommendation 1, it is not certain that centralization will result in efficiencies. That is, the expected particular efficiencies are not described or defined. Are these efficiencies in service, cost, time, etc.? And efficient from who's perspective? Are these efficiencies for the institution, the colleges, the departments, the faculty and staff, or something else? Moreover, the dotted lines in the organizational structure are not defined. What does a dotted line mean? Does it mean awareness or direct supervision or something in between?

NA

Very nice suggestions contained in this section. I will have to leave final input to the human resource and organizational effectiveness professionals.

n/c

none

As the interim dean of the University Libraries, I want to provide the following feedback and information about the Libraries Business Administration: The Libraries has centralized and embedded the Libraries HR unit and staff within all aspects of our operations, project management, and organization. We have found this model to be highly effective and efficient and we are consistently praised for our compliance by University HR. Removing them will affect the efficiency and effectiveness of how we provide our services, programs, and initiative to students, faculty, and staff. The Libraries has roughly 250 staff and faculty members and an additional 200 student workers. There are approximately 50

supervisors. There are two staff members who deal with day to day needs of employees and staff supervisors. These staff members are embedded into our staff and faculty hiring, training, onboarding, and coaching. Both staff members are also deeply involved in faculty evaluations, the promotion and tenure process, recruitment and retention, and diversity processes and services. One of the staff members is considered a permanent member of the Libraries standing Recruitment and Search Advisory Committee because of the knowledge and viewpoint from HR. We have found his expertise and contributions to be invaluable in this process. Our two HR liaisons are the only liaisons that have knowledge and experience of the Libraries career ladder. Customer service for employee resources is very important to our organization. This includes timely replies and communication of information. Our internal human resources liaison provides excellent customer service which in turn allows us to be efficient in our jobs and services we provide to students and researchers. The University Libraries promotion and tenure process has been praised by the dean of faculties office on numerous occasions because we follow the standards and requirements expected of us. This is due to the embedded nature of HR into the process.

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Please see my comments above

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As a retired TAMU: tenured faculty member; masters program coordinator; endowed professor; research center associate director, University Grievance Committee chair, faculty senator & College of Architecture faculty senate caucus leader, I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

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You should just get rid of these people altogether. They allow abusive situations to continue without punishing the abusers. They are absolutely and completely worthless.

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- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose “blue collar”, “1st generation” and “make it happen” students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC’s influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC’s influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

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Restructuring is a good thing.

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The major problem here is the lack of a proper career structure for operational staff. Because most units such as departments are relatively small, and because positions are tied to specific job descriptions, most staff have to move from one department/college to another to gain any sort of promotion. This creates inefficiencies as there is frequent staff turnover, resulting in the need to train new people before they can actually do the job they are being asked to do. This has been going on for years. The centralized training system seems reasonably effective, but staff are needed in the individual units, and this will have to continue. It seems therefore, that centralizing staff duties within somewhat larger units, such as colleges, is required. This was instituted in Geosciences a few years ago, and provided both a better career structure and a reduction in corporate memory loss as fewer staff were lost to other colleges. We also started cross-training, so that there was less time wasted because the person dealing with a particular issue was away. So I am certainly in favor of cross-training. Why is learning technology and eLearning put under HR? Surely it should come under the Provost as it pertains directly to how education is offered to students.

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██████████ NEEDS to be terminated immediately! Both ARE covering up ILLEGAL acts occurring on campus, they're helping perpetrate as well as facilitating a hostile work environment and discriminatory practices. She's WITHHELD my students file from him via the multiple requests meanwhile ██████████ retaliation SHOULD have had his butt out the door so quickly he wouldn't have known what hit him.

N/A

You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

"Human Resources" is nothing more than the government infiltration of every business or workforce in America. Under the guise of "political correctness" and "worksafe best practices" it is nothing more than the government watchdog group imbedded in any corporate entity. Most companies and agencies could do without a HR department.

Promotion of student and faculty diversity should play a larger role in the critique. We are still a long way from being representative of the state.

Human Resources is way too powerful and reduces organizational effectiveness. Looking for ways to reduce costs has become essential. A&M has grown so large that few people know what goes on. Again, way too many offices.

Aligning some of these process better at the system level could reduce errors and redundancies especially with multiple system members, TAMU, and TAMUS offices all being in B/CS merging some of the groups such as HR could be both cost effective and eliminate confusions in who handles what.

By making this change which seems to be well needed, it will provide consistency and various levels of oversight in order to avoid potential problems.

Focus on efficiency and not being overblown as an organizational unit.

None

See above your Human Resources needs to be reevaluated and educated on hiring practices

I think a centralized HR resource will be very helpful.

Since the human element of TAMU makes up a huge part of the budget, it only makes sense to make the working environment a place that faculty and staff want to remain. Training new staff is very expensive. The idea of succession planning and upward mobility of the staff has been a desire for many years, but there never seemed to be a clear path. This is a worthy goal.

Good

## Q12 - Please provide your comments related to Information Technology:

### Information Technology - Faculty

Please provide your comments related to Information Technology:

The only concern I have is that faculty will have to wait much longer to get help.

Not that anyone will listen, but the centralization of IT in Engineering has done nothing but made it more difficult for me to do my job. There has been NO - none, not a bit, zero - improvement in services due to centralization, but there has been more bureaucracy, slower response times, more difficulty doing simple things that I need to for teaching and research, etc. Only an administrator who doesn't actually have to do work would have considered this a "success," and want to expand it university-wide. Maybe some other departments who just use computers for basic work and not research have an better experience, but not us...

The Libraries IT unit implements, develops, or maintains a large number of information platforms for the Libraries that

Central IT would struggle to manage or support. Of all the centralization recommendations, this one would have the greatest negative impact on the Libraries.

I greatly worry about centralized IT. Few understand the imposition that all of the paperwork and regulations create for laboratory researchers. Nobody from IT ever signs their name to a memo. Their web site is devoid of staffing or organizational info. The A&M IT department is an Orwellian "1984 personified".

There are still issues related to service, quality and performance, particularly WiFi on the Bryan HSC campus. Further look into the pros and cons of centralizing IT, particularly with efficacy, is needed.

None

Finding #1 - The University Libraries have incredibly complex IT needs. Our IT unit works on the collaborative development of software for library use, and we have some niche applications. Additionally they have to work to integrate applications from other vendors in order to best serve the campus community.

Again, the quality of service and help desk is important. When in a classroom where technology doesn't work or attempting to make machines work in an office - we need immediate support. It is unclear that centralization will be able to perform as quickly.

I think University IT is awesome but each unit will have specialized need -I think done carefully this can work

Not all departments have the same IT needs. For this reason, it is WRONG to centralize IT. In particular, some departments use (and critically need) Linux, and in these departments many faculty know how to manage their own equipment. So you would actually preserve efficiency (and save money) by allowing a small crew of dedicated Linux experts in these departments. To force a particular operating system (like Windows) on departments that don't use it would seriously undermine productivity and introduce new costs.

No Comment

Over the last 25 years I have seen how changes in the decentralization/centralization of IT services have impacted the quality of IT services I have received. Over time, one of the biggest impediments to my productiveness has been a lack of quick, effective IT response. Our current model, where we have IT personnel who are assigned specifically to our department (but supervised at the College level) has been the best, by far. As such, I completely disagree with the proposal to centralize IT services further.

Centralizing IT is undesirable to the end user.

Recommendation #1: Consolidate Information Technology (IT) across campus. IT is a perennial source of complaints but centralization may not necessarily be answer for some of the current problems, even if it helps more efficiently address many of the common problems. My department, Atmospheric Sciences, operates specialized computer services for teaching weather forecasting skills. In the past, centralization of IT services within the college resulted in lack of personnel with the specialized knowledge who could address problems related to these computer services. We hope that further centralization of IT will not aggravate this problem, which can potentially affect the quality of instruction that we offer. The Recommendation does state that support personnel will be embedded to address department-specific needs. We hope that if the Recommendation is accepted, the implementation will pay attention to department-specific needs and allocate adequate resources for that purpose.

The impact of centralization of IT will probably hurt day-to-day operation, and adversely impact our capacity to carry out the teaching mission. I have worked in universities with centralized IT and it does not work very well.

Central IT is already slow to respond and often unable to address issues. Centralizing all IT seems like a total nightmare.

I teach graduate courses in a computer lab and maintaining the same level of support that I currently have is critical to maintaining a quality experience for the students. Our department provides excellent, timely and customized support that allows me to capitalize on new experiences for the students as opportunities arise. It is hard for me to image how a centralized support system could provide that same assistance.

I do not think IT should be centralized. If this occurs, I feel like it would have a major impact on the students in the classroom with not having help for the professor's when needed.

Although eliminating redundancy in this area could be helpful... for the daily operation of departments the presence of IT employees assigned to individual departments is critical... as well as the availability of technology assistants in the all the buildings where instruction takes place.

Decentralization may not be the most efficient model, but it ensures the highest degree of success and accessibility. Every time something is taken away from our local IT person, it becomes harder to do. That has been my case across my career at multiple institutions.

Here too, we could end up losing important local knowledge and impeding research and business functions. We need local support for localized problems.

I would LOVE to see this overhauled. As an ex-IT professional, we do not leverage technology to our best advantage. I say this with one caveat --- when we implement technology that impacts teachers or students or our classrooms we NEED to include them in the decision making! e.g. Overhauling a classroom with new technology, or implementing a teaching technology but not talking to any teaching professionals is just plain dumb. For example I taught in the new ZACH engineering building, and while it was cool and fancy (engineers like that) it was not workable or best in class.

Support level is weak for IT-literate faculty, and central policies are sometimes counterproductive in terms of effectiveness.

Absolutely need to consolidate IT. It is consistently impossible to figure out who to contact and who is in charge of any given tech system, whether it's my classroom or my office.

In connection with my role [REDACTED], I, along with the dean of the law school, prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

IT staff in the College of Education and Human Development have been top-notch and extremely responsive. There have been multiple instances where our college staff were able to address and solve an issue in a timely manner and provide unique solutions for our college needs. Consolidating these services would most likely reduce efficiency and effectiveness while providing more generalized service.

Proposed change is good but watch out for delays

IT personnel have highly specific knowledge that supports software, instrumentation and laboratories specific to disciplines. College-centralized IT works well within colleges with a single mission. Centralized services across not only a college of CAS, but all other operations on campus would result in lack of specific expertise where needed.

The University Libraries have very specific information technology needs, including the maintenance of online subscription to research databases, our institutional repository, digital library resources, and our online catalog. We are in the process of migrating to a new open-source Integrated Library System (FOLIO), so we need our own technical experts to administer and maintain this. A centralized DI service would not be efficient at all for us.

Information technology is a core component of services, teaching, and research and they are specialized for each field. The technical needs of research in the humanities are different from that of political scientists or engineers. Likewise, the needs of the Health Science Center are different from the Libraries. We need to have specialized staff who understand our software and can build and support software relevant to our services and research. Specifically, our applications group acts more as researcher programmers than standard IT. The digital library uses specific standards and software libraries that aren't common outside of the field (IIIF/OAI-PMH/Z39.50/PCM). Our programmers are experts with over fifteen years experience operating in this space. A centralized IT unit would severely impact our ability to develop the tools for digital libraries.

This is such a predictable piece of tripe - centralize, claim "efficiencies" but completely forget that IT is a S E R V I C E organization designed to support the academic and research missions of this university. In 5-10 years there will be so many complaints about the lack of responsiveness, etc that there will be a report recommending decentralization to better serve the colleges/departments. Here's an idea: centralized authority with decentralized execution. It seems to work fairly well for military organizations...maybe give it a try?

I work in Agrilife and IT has been HORRIBLE ever since they made us separate from the university. This report explains all the reasons why we should NOT be separated but then excuses the College of Ag because we are in Agrilife. It's really sad how much effort has to go in just to set up an email from the correct address or a meeting online when the university has the resources, but Agrilife does not. Treating COALS like we are not an academic unit (we ARE) limits our ability to collaborate with other academic units at Texas A&M. Please let COALS be separate from Agrilife, at least with HR and IT!

This is cause for great concern. Again, when the college of liberal arts centralized IT, the problems multiplied, rather than disappeared. Obviously, MGT thinks this would be a cost-saving measure, but I guarantee that a super IT



Department will not be attuned to different stake holders' needs. Centralization has been know to create inefficiency in many cases; why is centralization always understood as a good thing?

Centralization is a sure way to slow down the university's production. To get anything done in a timely manner requires someone that knows the department and is somewhere near to be able to get to issues that need to be taken care of.

I thought this was already centralized.

It would be a tremendous help to have the IT be made more uniform across campus. With all of the individual units, it is really hard to have IT functions seamlessly.

Centralization of IT: To the extent that IT provides support for research efforts in individual departments / units, this promises to be a terrible idea. Faculty research is an individualized operation and IT staff members who are familiar with the specialized needs of our work are not simply duplicated effort, this is a need to maintain the quality and effectiveness of our university. A stated rationale for this is that IT support is inconsistent; this was a head scratcher for me. I know who to go to for IT, consistency is not an issue. In a TAMU wide IT model it is a certainty that I will not know who the support people are, and and that when a problem develops in my research lab, solving the problem will require more time from me and my research staff. We need people who are familiar with the specific problems and issues of our department. I agree that cybersecurity is a significant issue and that greater central coordination and control may be necessary, but this will require more investment not less; conflating this with cost-cutting and moving everyone to a central office is not reasonable.

These are good recommendations

It is difficult enough to get IT help within our college, much less from a centralized resource that would serve the entire campus! I think it's important to still have college-level IT support, even if everything is centralized.

Consolidating IT is a short-sighted idea. Often, when one needs IT help, one needs it speedily and not at a distance. And IT staff who understand the disciplinary specifics of the faculty and staff they are working with are more helpful than those removed from the work being done.

It is already difficult to deal with the IT rules, and we have IT centralized in our college. The IT staff sort of understand how we use computers for our field and lab work. I fear that centralizing IT at an even higher level will make it next to impossible to do the field and lab work we are funded to do.

Centralizing IT for such a large university will not work. We rely on our college IT reps.

Centralizing IT support across the campus is difficult to understand in terms of efficiency. Different majors and colleges have vastly different IT needs. It seems likely that the first routing for an inquiry will be based on "what department are you in?" and thus the IT solution will end up being with specialists for your specific department & college. This is one case where I think the report does reflect what many faculty view as an IT problem and there is a sense of urgency to solve it. However, I think better communication between IT and individual departments (create liaisons) would really help fix the current system.

This creates serious concerns all over campus. Currently, there are too many delays and poor services in so many units. The proposed changes have the potential to exacerbate the delays even further. Furthermore, different colleges and units have different computing needs, ranging from basic office desktops to sophisticated scientific computing.

I am concerned about the proposal to consolidate information technology as it relates to the University Libraries. The Libraries' information technology needs are unique compared to the rest of the University. For instance, the Libraries' information technology team has been involved in creating and sustaining Folio, a comprehensive library circulation system that tracks book checkouts, digital and physical item locations across multiple campuses, and item records for searchability, among other areas. Similarly, the Libraries' digitizes and preserves for long-term access unique materials, such as rare books from Cushing. To ensure that these materials are both discoverable by researchers and historically preserved, the Libraries uses several unique systems that require ongoing IT support. Should the Libraries' IT support move out of the library and to a centralized unit, it is likely that some of the IT support needed for these systems would have to be outsourced. Outsourcing IT support for the library would both cost more and be less responsive, for users as well as for librarians.

None

I agree that IT needs an overhaul- it has been my biggest headache since joining the university. However, any changes

should involve minimal disruptions for faculty, many of whom have already undergone several IT mergers and integrations in the past year or so. Major changes are a severe inhibitor of research progress.

IT is largely dysfunctional, from an end-user perspective. Their current policy is that everyone has equal needs and is treated equally. In an academic and research setting, there needs to be flexibility and responsiveness. If a clerical worker in business operations can't perform his duties because of problems with the IT - there are no personal repercussions. However, if a faculty member misses a grant deadline, or a publication deadline, this can create significant career damage. Could that grant have been the difference between tenure and dismissal? When the stakes are significantly higher, the system should provide a platform to enable people to achieve success, not impose obstacles to ensure failure.

Centralizing services like IT, HR, and facilities for a large campus, let alone one like Qatar across an ocean makes no sense. We rely on our personnel on location to resolve issues when they arise, especially if it's class related and needs to be resolved immediately. Having to call back to the US when 8-11 hours ahead is exhausting, because that means having to call at bedtime. No one wants to have to make a business or help call when going to bed and having to teach at 8 AM the next morning. I once had an issue with my VPN that had to be resolved by main campus and it took over an hour - I had to go to the IT office on campus to be able to make the international call. It was a huge hassle.

**Concerns about Centralization** The need to enhance the operating efficiencies at TAMU is very real. Several years ago, another president hired Price Waterhouse Coopers (PWC), to undertake a similar exercise. That report made concrete recommendations, and unfortunately many were ignored, despite their validity. That report recommended that all business operations and advising be centralized at the College level. I centralized the advising in my college a year before that report and that has continued to remain in-place. This has allowed for the development of professional advisors, who are focused on student success and properly supported as compared to other activities when they are in a department office. The advisors in those situations are tasked with office operations and scheduling classes as compared to their primary mission. Things can be centralized at a level, but at the university level they will become bloated bureaucracies that are responsive to the people in the Williams Building to the detriment of the faculty, staff and students. Those are the people that are engaged in the core mission of the university. The report talks about decentralization as if it is a bad thing. Decentralization in most entities allow for better, more timely decision making with a closer connection to constituents. When the decision making is centralized it becomes internally focused as compared to externally focused. Take the once mighty US Steel, it went as far to design its headquarters in Pittsburgh in an irregular footprint to maximize the number of corner offices. The focus was so internalized that they ignored technology, clients, and competition. It went from being the first US billion-dollar capitalization to being deleted from the Dow Jones Average after being there for 90 years. There are lessons to be learned! **Centralized Computing Operations** TAMU is a large and complex organization, with likely 100,000 constituents physically located on our campus and likely over 300,000 devices connected to our network every day. There are very few organizations within the United States that compare with that statistic. I was a student at TAMU when Computing was centralized around mainframe computers. I was a faculty member when desk-top computing became available and centralized IT was non-responsive to this ground shift change. Their paradigm no longer worked and could not respond to the new technology. As a result, Departments created their own IT departments not out of desire but out of need. For a more recent and concrete example, the TAMU Student Information System (SIMS) was deployed for decades past its useful life because it was "comfortable." Ultimately it was to the detriment of useful information concerning our students, required reporting, timely real time data and it completely disregarded handheld devices. We have spent years playing catch-up because of centralization that was completely divorced from the users. The most responsive IT unit on the TAMU campus is Provost IT. Without that team, we would have been "sunk" when COVID hit. That team is so good and responsive in taking care of classrooms. [REDACTED] has been great at having people address specific technology issues in classrooms. That team has implemented advising solutions and management, that central IT could not do and was more expensive. I implore you to look at centralization through a different lens. During the budget cycles in my College, I have consistently insisted that we look into other and better options related to IT. I continually think about how that money could be deployed to support our teaching and research mission. The last time we looked at "contracting" out to central IT, the estimated cost was \$500,000 more. By keeping IT centralized in our college, we saved money and have them in the building where they are timely in responding to problems. Given my experience, this centralization will be more expensive and provide worse services. What is needed is equipment standardization, bulk purchasing opportunities and a mechanism to ensure that wrong decisions are not repeated. Centralizing procurement of equipment and supplies could yield real savings!

Based on my experience dealing with consolidated IT within my college (College of Geoscience), consolidation of IT across the campus is a bad idea. Faculty in my department quickly develop an accurate impression of which IT staff are excellent and which are not up to the job - but we are not able to communicate effectively with the College-level employee in charge of IT staff within the Department. Ever since we merged IT staff across the college this has been a perennial complaint (it's not related to one or two substandard IT employees, it is a structural problem that rises from the people who are in a position to know when someone is not performing well, have no ability to complain to the people in charge of the underperforming employees. Merging IT across the Campus will simply exacerbate this problem. My impression is that we need more (or better trained) IT staff not fewer IT staff. I don't think this will save money while improving IT across the campus.

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Centralizing IT at the college level has already been a disaster in some colleges, such as Agri-life. I've now been working on this form for 3 1/2 hours, so I will be brief. Agri-life ended up RIF'ing all of its IT personnel, forcing them to re-interview in order to fit into its new college IT structure. Relationships with IT personnel and with the departments were irredeemably shattered. More than half of the IT personnel were gone before the year was out. The IT situation in the college is a disaster, and one of the IT professionals who left the college to go to a new situation, is still, months later, receiving calls from faculty and staff in Agri-life who hope that he can help them with their IT problems. Imagine what this will be like if IT is centralized as MGT imagines. College-wide help desks don't work efficiently, why will a university-wide help desk work?

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Centralized IT without local support is very inefficient. Accountability for typical needs is a local phenomena.

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Regarding IT and the Libraries Our IT operations are centralized and tightly integrated across all our libraries and the university press. As a tier 1 research library, our IT unit provides end-user support 24 hours a day, 7 days a week, every day of the year. Our application developers are tightly integrated into our service workflows, teams, and projects. They have specialized knowledge of library-specific applications, including a number of open source products. Because their work is highly specialized, I am curious as to how their portfolios would compare to some of the other colleges/departments on campus that have already been deemed different enough to not be part of the recommendation to centralize their IT staff? It should also be noted that we had a very good 2020 audit and our IT team has regularly joined on to centralized services as they have become available. While we do take advantage of these centralized services as much as possible the Libraries have very specific technology needs and a team of specialists that provide these services. I am dubious that a move to centralize this operation will result in more efficient and effective service at the Libraries for our users (both internal and external).

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In the last decade, we have had a dedicated staff person who assisted our dept via the college IT organization. Having consistent person to reach out to is enormously helpful, and much more efficient than using the existing helpline. Again, relationships are what makes the university function, including between IT techs and faculty. Those relationships are key to maintain.

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none

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Centralizing IT is another area that may or may not produce the intended outcomes. Ideally, the focus should be on the quality of service and the recognition of the vast varieties of institutional needs (e.g., IT in the medical school may be quite different than school-based research that I do). Again, there is a place for centralized IT if handled with a thorough review and the hiring of expert technologists to streamline day-to-day functions. This process should not restrict faculty research needs and the wide array of resources we need to accomplish our grant-funded and other research projects.

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It seems that we often accept a less than perfect service/ This is a poor couture. We should simply processes and solve the problem asap.

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The centralization of IT will negatively affect the productivity of faculty research and teaching. At this point, there is an IT person from the College of Liberal Arts assigned to the Academic Building. I have problems with IT in the classroom several times a semester. Without the ability to call someone as the problem is occurring, I would not be able to fulfill my teaching responsibilities. By the same token, when I have computer problems, I need someone to help as soon as possible or I cannot continue working in my office. Centralization of IT at my previous institution meant long delays and loss of productivity.

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Further centralization of IT services is likely to cause more problems than it solves. Different colleges use computers very differently in their research and teaching, and it would be very difficult to serve them all effectively, leading to an increase in bureaucracy and a less efficient organization. I already feel that IT is too centralized, and this slows down my

research because I have to get approval in order to do simple tasks.

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The consolidation of campus IT is another welcome and long-overdue change.

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Centralization is not always a good thing. Having common systems across a decentralized structure is always a plus. A poorly functioning centralized system fails the whole University, not just a small section. For example, for business systems, the gap between the faculty and the business associates increases the chances of miscommunication and reduces efficiencies. Same for IT and other essential services. What works for one College doesn't necessarily work for others, there is no "one size fits all" system. This is just flawed thinking that centralization is always better. We need to make sure that we have flexible systems that reflect the needs of the incredibly diverse needs of faculty and staff.

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We recently centralized our IT in Agrilife. Especially for those of us in COALS who teach it seems to have created more problems than it solved. For example, I was told a couple of weeks ago that a problem connecting a computer to the podium microphone that had worked great until then, that the expert could stop by in the middle of November. Since some students are in an online section, that was a shock.

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Recommendation #1: Consolidate Information Technology across campus. There are limits to centralization. I had an issue with library information services, where I could not reach a resource necessary for research. I spent maybe a week talking to centralized library and information technology services. It did not know what I was talking about, even about the resource, while the library services could not comprehend there could be an important IT issue in the background. We never moved beyond restarting the computer and clearing the cookies. At the end, the in-house IT in Economics assured that this is not an IT issue and the librarian in the Policy Sciences & Economics Library figured out that there is an issue with how the IP addresses are configured on the library resource. They jointly solved my problem within an hour, while the centralized resource wasted my time for a week without any outcomes.

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Centralization again. I see the need to protect against cyber attacks but I am skeptical about the motives of the changes presented and anticipate IT problems will be even more challenging to solve.

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no comment

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Centralization may be more efficient but not effective. This can slow down many aspects of research and teaching. Need to look at evidence from past centralization in some units - slowed down processes, lost effectiveness, no clear evidence of cost savings.

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When IT staff were removed from the department and put within the college, both the timeliness and quality of help declined considerably. I could give example after example, but to be clear and concise, for me personally, it has been frustrating and has negatively affected both teaching and research activities. I think for faculty/staff efficiency and effectiveness, it should go back to the departments. I can't even imagine what would happen if it goes to the university-level.

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IT is abysmal within my college. If it's centralized it might be better, perhaps because it would include more non-liberal arts majors. I still have unfinished tickets from the pandemic (March 2020). My University computer randomly beeps every two weeks and needs to be shut off; IT cannot fix the problem due to its periodicity. I do not understand why the answer to cyber security is always more. There are real costs imposed on the University community (faculty, students, staff) from the level of lockdown we do with computer resources. Why are these costs valued at zero when we weighed against costs due to hypothetical cyber crimes?

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Our Information Technology groups need more support, more staff--they already can't handle the load. Centralization should not decrease staff.

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IT on campus is a mess. Budgets need to be boosted so that competent people can be hired in greater numbers. Cyber security needs to be a high priority, but not to the extent that it makes it impossible to get our work done.

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☐ This is another example of why the Libraries should not be merged into a specific college, nor should Cushing be moved. Library technologies are very complex and very specialized; they serve the entire campus, but they aren't like other programs and platforms. They require faculty and staff that are familiar with them. With the Libraries' dedicated IT department problems are handled efficiently. Routing patron and library faculty/staff issues through a centralized IT department will cause delays in responses and frustrations for the patrons/clients. ☐ The Libraries' faculty and staff routinely participate in cutting-edge library technology and emerging trends in information storage and retrieval. Removing the Libraries' IT department will drastically reduce the librarians' opportunities to "elevate their position as experts" and showcase TAMU as a model for other university libraries to emulate.

Help Desk Central is nearly always extremely helpful. The staff is always willing to help you through your problem. Unfortunately, the centralization of much of the rest of Technology services has become the opposite of user friendly. I recently had an issue for which I needed to talk to the Identity Management office. I discovered they have completely eliminated their phone number. You have to communicate with them through email and it is not always easy to describe the issue through an email. Help Desk Central told me I needed to talk to Identity Management and created a ticket which referred me to Identity Management. I did not know I needed to reply to the ticket email before they would do anything. They kept closing the ticket without doing anything. I replied to the closing and said the issue had not been addressed, please help. I never got a response until I included a request to receive a call which eventually came. I had a zoom meeting with two people from Identity Management and they thought they had made the necessary change but still needed to get part of the change approved by the Exchange office. However, the next day I found neither part of the changes worked. I again had trouble contacting people at Identity Management but eventually they put me in touch with someone back at Help Desk Central who actually fixed the problem. The University recently changed to the Canvas Learning Management System which is managed through the Office for Academic Innovation. There is no one on campus who can really help with problems. When you call or email AI they say to contact the Canvas specialist in your College who in turn say to talk to the Canvas specialist in your department who has only slightly more knowledge than the regular faculty. They can only play around with the frontend of the program and try to get things to work. There is no one who really knows what is going on inside the program and can look at a problem and say why what happened, happened. I fear that further centralization will only lead to further separation between the administrators and the users. If the system does not work the way it should, there is no one who can say why and no one to fix it.

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Recommendation #1: Consolidate Information Technology across campus. The current Help Desk Central functions well in this fashion for many general needs. Specific individualized needs of faculty are best met by IT staff within the colleges greatly simplifying the experience for the faculty. Please keep the users in close proximity to the providers. Recommendation #2: Establish a university-wide Help Desk and ticketing system. This exists well with Help Desk Central for general purpose needs. Recommendation #3: Prioritize cybersecurity to ensure campus services are not compromised. This is essential.

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I hope consolidation of IT means that we will lose local IT staff who can respond efficiently to IT related problems.

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Please do not remove Digital Initiatives from the University Libraries and centralize it with campus IT. They are highly specialized in their library expertise and participate in unique library projects that are outside the scope of IT. There should be collaboration between the two groups, but library technology experts is a distinct field and skillset that should be acknowledged and celebrated.

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Our College IT is working well with recent management updates, but this seems like something that could be streamlined through the University. However, it would be essential to maintain individuals who understand the needs of each department. We have very specific needs that cannot be generalized. We would still need specific IT admins who work directly with faculty for specific data processing, storage, and software needs.

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Again, that IT would be centralized for all except Engineering (and AgriLife) is a perception problem for this report. Why not centralize all? Given the President's connection to Engineering, this should perhaps be addressed to alleviate concerns that every other unit or constituency is second after Engineering.

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Consolidation of IT in AgriLife Science seems to be working well, so overall consolidation also should work.

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This could backfire in many ways.

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Confusing and always changing in structure and rules. Whenever possible I avoid "IT".

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I am not convinced that centralization of IT is a good idea. Having local IT folks who know their customers and their computing needs seems to be important. Perhaps there is a hybrid approach, wherein IT employees answer both centrally and departmentally. This would allow negotiation for widely used software licenses, for example, to be done centrally and IT could be trained centrally, but each department could have IT support by persons that reside in the departments and have local knowledge and responsibility to keep the Dept Head happy with the service to the department.

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IT centralization is not preferable to decentralization. It has been difficult enough to maintain access to computer resources / permissions in the current system and further centralization will push researchers to off-network resources.

Learn from business here. Decentralized IT operation creates fiefdoms that generate pods of greatness to the detriment of most others. Staffing levels seem reasonable and response has been pretty good for my students and myself, yet I know from my time in business, if my area is good, others are probably hurting.

Same concerns as above. The more centralized, the longer the distance between faculty and staff. This, in turn, will make it harder for faculty to obtain timely support.

Streamline the systems, increase effectiveness, reduce bureaucratic burden.

I would prefer that IT specific to the library operations remain within the library. We have various projects that require programming expertise with knowledge of library operations (ex: FOLIO - an integrated library systems project that is open source). We have IT professionals that have been with the library for years who are knowledgeable about the types of software and systems that are used by library professionals and are integral to the work of libraries. They are extremely responsive when a library system goes down and are very quick to diagnose the issue and find solutions in a timely manner. These are critical resources that support our many databases and other resources used by students, researchers, faculty, and staff.

YES- please!!! Having different logins for different systems and having to call different people depending on room or device is frustrating. However, local support is a MUST... the number of times I have followed the centralized Help Desk process and after an hour of being bounced around on the phone told, "sorry I cannot help you have to wait for local support" is even more frustrating. Centralized systems yes, but LOCAL support is needed that can respond the same day to most common issues.

Again, overlap within colleges and departments.

Anything that can be done to make Information Tech work would be fantastic. I sometimes wonder if we have to start over. I usually use Google to find things on our own website and often the links provided by our website are broken.

I am concerned about the evidence base substantiating the recommendations made.

Support Recommendation 1. Consolidation of IT will improve its effectiveness. No opinion on Recommendation 2. Oppose Recommendation 3. This recommendation is not specific. Some changes could be made in the name of cyber security which would only make processes more inefficient and ultimately lead to less cyber security. No opinion on Recommendation 4.

Centralizing units such as Information Technology may be helpful in some departments, but in other areas it will significantly hinder the work and success of faculty, staff, and students. More analysis, thought, and consideration needs to occur before any changes are made. For the Libraries, we have resources and systems that need IT staff onsite and who understand our unique systems and needs.

Re: Recommendations 1 & 2: Please do not. In the last round of centralization, IT support was taken from the departmental level to the College level, with the implementation of a help-ticket system. These actions have been a disaster for actual support, with help actually taking weeks-months. I can give example after example of how our IT support is now worse than it was six years ago. Given how locked-down our computers are, we can't solve the problems ourselves (like a simple system-update), but instead have to wait weeks so someone can "bombgar" into our system and press a couple of buttons. I literally have been waiting 3 months for a lab computer to be purchased, software installed, and installed in my lab. Centralizing IT further will make it a bigger mess. Having said that, I think our IT staff are doing the best they can with the limits that have been placed on them. Further centralizing will not help, but will add additional layers of bureaucracy.

No comments.

While I appreciate the desire to streamline, the library's IT department is a critical unit with library specialized knowledge and history within the library. The library's IT is THE unit which puts in place the ability for the library to be innovative, create, and help units within the library better assess and function with their workflows and diagnostic reports. Digital Initiatives (the library's IT dept) is one of the leaders in the library's FOLIO project which is replacing our out of date management system. This team over the years has had to learn not only the ins and outs of the old system, creating reports and struggling to keep the old infrastructure up and running, but learn the new system, helping the FOLIO community with code, improving the system for libraries worldwide. This is specialized knowledge that the libraries would not receive if all of IT were to be centralized. Instead of a leader in innovation and in the FOLIO community, the libraries would be reduced to a passive passenger; instead of self-hosting FOLIO, saving the libraries

hundreds of thousands of dollars, we would have to be hosted by a vendor and abide by their pricing structure.

All departments have specific technology needs (as clearly indicated in the recommendations which leave out two units "because their needs are different"), so by leaving some departments out, there is a clear message being sent across campus that other departments' needs are not important, and faculty and staff will get that message loud and clear.

Far too much centralization. Far too much of a bunker mentality. Address security issue rationally, knowing that there will from time to time be breaches, but do everything to facilitate the exploration of emerging digital technologies by faculty and students in their varied departmental environments

Perhaps this could be better.

Information technology is becoming (always) a more central component of our academic careers, and I like the idea of consolidation. Unlike many of my colleagues, I think I realize the importance of clear decision making from a single source. However, I do have some serious reservations about how such decisions are being made. I'm not speaking of IT support for things like broken in-class computers and projector assistance. Those things are pretty straightforward. But IT has become more important in a variety of ways lately, and the decisions IT makes have started to cross over into the pedagogical, not just technical. For instance, who gets to decide whether or not something counts as a Canvas "community?" Who should decide who has access to digital classrooms, and what permissions they have? Who gets to decide what tools will be available, and which ones will not be accessible? These are pedagogical questions as well as technical ones, and cannot be solved by IT alone. So if we plan to centralize IT, we need to make sure that we have a structured way for faculty to make suggestions, get feedback as a whole, and speak to the pedagogical problems that come up in digital learning. Right now most of this work seems to be happening through the Learning Management Systems committee. But that seems a small influence, without much clarity on how their suggestions are actually implemented. Overall, we need a recognition that IT issues are no longer simply "technical." If we are learning in a digital way, then the digital component is a pedagogical one. Faculty input is critically important here and there needs to be a structure for soliciting it.

Excellent service 7 days a week 24 hours a day

I have no expertise to provide helpful comment on the proposed changes.

I agree that IT is perhaps an area that needs a lot of reimagining. The IT infrastructure needs by students, faculty, staff are exceedingly complex and, due to mainly historical reasons, IT services have evolved in a very haphazard way. Re-organization and consolidation are probably the right path.

Having departmental and college level IT is really useful. They know the department, they know the classrooms we teach in. My departmental IT is very quick and responsive and know our needs. Centralizing makes it less personal and less able to understand the situation fully and react quickly.

If IT is centralized, it is important that faculty have access to the same IT people when they call. So there should be a group in IT that's dedicated to each Dept. (or other sub-unit). I realize this goes against centralization to some extent, but it's much more efficient when you have a problem to be able to talk to someone who knows your system and is familiar with problems you've had before.

Centralizing again is a disaster. It has not worked anywhere. All of this centralizing to save a few dollars here and there, will be more expensive in the long run as the productivity of each unit will decrease. Some streamlining is good, but without local support the university can bid goodbye to efficiency.

From past experience with some of the consolidations that [REDACTED] implemented in the College of Engineering (COE) during her tenure as [REDACTED] (finance, IT, communications, freshman engineering). I observe that things have been generally going OK in cases where departments are continuing to work with the same people they always did back when these support staff reported to department Heads. However, when these college or university level support staff are not committed to the missions of the departments, the missions (teaching/research/outreach) have potential to be held back, by "support staff" that are not committed to the missions of the departments because they do not report to the departments. As an example, I have a COE IT (title of Manager) staff person just down the hall from my office that had no previous ties to my department. When hardware failure in the classroom caused a problem, this IT staff person assisted, but then later talked about the "favor" that he had done for me in performing his job in support of the teaching mission of my department. As another example, the COE has both classroom based and virtual computer labs (vlabs.tamu.edu). We ended up in a position this fall where even though software specifications for fall 2021 were

provided back in April, the COE IT staff decided to wait to make the changes in August 2021, after completion of summer classes. When the COE IT staff did prepare a release candidate for the teaching and virtual labs, they instructed that they required testing feedback in less than 24 hours. A major IT support component (that they had working correctly back in fall 2019) was not implemented for the first 4 weeks of fall 2021 classes. This same [REDACTED] just down the hall from my office seemed much more concerned with not having help desk tickets filed that would document the problem, and in covering up the delays on behalf of the COE IT staff responsible, than with actually supporting the teaching mission of my department. [REDACTED], please think about these issues as you consider implementing similar support staff consolidations university wide. I expect that many of these support issues would get worse when all the TAMU IT staff work for [REDACTED], rather than the departments charged with accomplishing the missions of teaching/research/outreach. The example of the IT Manager feeling that his advancement is served by keeping his helpdesk tickets clean for his COE IT supervisor's review and works to protect "his team" rather than supporting the missions of our institution is an example that reflects normal human nature, and explains one of the weaknesses of too much consolidation of authority. Oh well, maybe the next [REDACTED] will be able to undo some of the less than successful COE changes, assuming that we don't have a [REDACTED] making that too difficult. Of course it is a self-fulfilling prophesy that when you establish a culture of department heads with no power, pretty soon you have department heads that do not expect to be in charge of support of their missions. We can do the same thing to our Deans also...

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I concur with recommendations #2-4, BUT I strongly disagree with recommendation #1. I do not agree that all IT resources should be consolidated across campuses. IT support must remain local (at least in part) given the very specific research computing needs many laboratories have.

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Centralizing IT makes sense on the surface. However, the university the size of the university and the diversity of its needs makes centralization a scary premise. If the goal is to centralize for the sake of accountability and goal-setting, then I think centralization is a great idea. If the goal is centralization to create better outward-facing customer services, I think it is a terrible idea. I have yet to encounter a company's customer service that improved (from the perspective of the customer) when it was centralized--which too often means outsourcing and a complicated touch-tone system in which reaching a capable agent is near impossible. At the moment, customer service in the form of the availability of staff invested personally in the success of our university is the greatest asset we have at Texas A&M and a whole--from getting my parking pass sorted to learning how to use new software in the classroom. No matter how awful the problem seems at the time, I am comforted by the fact that a fellow Aggie is a phone call/text message/email away.

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The requirements of different departments and fields especially in the field of IT can make a centralised IT administration rather problematic. In my field we typically require Unix/Linux operating systems on computers. Windows is entirely useless to me. Centralising IT admin is fine when dealing with people who only need to use standard software or are using their computer to type basic documents but extreme care is required when expanding the remit over the entire university. My past experience of these types of reforms has been that they tend to break science laboratories from working for a few months while everyone irons out the new kinks which different systems have introduced. An "opt-out" system saying "I will manage my own IT resources and prove to you that it's secure" is highly desirable in these cases.

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I don't see how a "one size fits all" is going to work. The computing needs of campus on the academic and research sides are greatly varied. My experience with Academic Innovation as an example has been less than positive during the migration to Canvas. There has been a dramatic reduction in useful customer service--we ARE customers--except we can't go anywhere else to shop!

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No comment.

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My personal experience with centralization is that it makes it less accessible and efficient for the day to day tasks for faculty and students. In order for a centralization to work there needs to be personal present throughout every area on campus so when a technical issue occurs there is limited disruption to classroom instruction.

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Learning technology an e-learning should be managed by IT. It is unclear how the divisions will be sorted under all of the new AVPs.

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The IT departments already seem quite busy and occasionally overworked. Decreasing personnel and increasing workload, travel times to different departments, etc. seems counterproductive. The report identifies Agrilife and Engineering as needed different requirements. However, the assumption that all other departments (even within one college) have the same requirements shows a lack of understanding of many of the disciplines. English in general, for



instance, usually doesn't need a lot of computing power, (though the digital humanities office might) while performing arts does!

The Digital Initiatives unit within the Libraries plays an essential role in the maintenance and support of systems that allow researchers on campus to access resources. They are also essential in supporting library faculty and staff who provide services to the campus. The DI unit has always been efficient and incredible at customer service. They are embedded into the Libraries culture and are participative in Libraries committee meetings and administrative meetings, which is very important to ensure the Libraries initiatives are successful and the numerous online resources remain accessible and user friendly. Centralizing Libraries IT would be a disservice to library users and faculty and staff who work in the Libraries.

I have general concerns about the centralization of services. We are a big place—the size of a mid-sized city. Centralizing advising, IT, and business services will make this place A LOT less personal for the student (especially advising—students need a person that they know and trust to help them make important decisions—having centralized advising will ensure that advisers are completely unable to offer personalized services—they won't know the students, and they won't know the programs). One of the things that makes Aggieland special for students is the community, the friendliness, the personal service that they get from our faculty and staff. Centralization will destroy that. Centralizing IT and business services MAY be more efficient (depending on how one measures efficiency) but it will CERTAINLY be less effective for faculty and staff. As with advising, the level and timeliness of service is critical for the efficiency and effectiveness of my work as a faculty member and administrator. I can't wait days for answers to questions, which is what happens right now when I have to reach out to centralized services. When I can reach out to someone that I know in my college's IT or business office—who I know knows the answers—I get answers immediately, which allows me to continue my work. Not having that will make my research, and my ability to get things done administratively (P&T, faculty development, etc.) MUCH LESS EFFECTIVE. Let me reiterate—RIGHT NOW, REACHING OUT TO CENTRAL SERVICES RESULTS IN WAITS OF DAYS OR WEEKS (OR INFINITELY). REACHING OUT TO OUR IN-COLLEGE SERVICE UNITS RESULTS IN WAITS OF MINUTES, AND IMMEDIATE SERVICE. That is how I measure efficiency. I would like to recommend that at least one of the measures of efficiency be ticket clearance times, but my experience with University IT and Educational Media Services just this semester leads me to believe that clearance rates are manipulated—both units cleared my ticket by referring me to a different unit. The problem—not having a mic in my classroom—took 2 months to resolve. If the consultant is going to rely excessively on metrics, they ought to make sure those metrics are valid.

No comments

Before the centralization of information technology there should be further review of the specific needs of various departments. Only Athletics and Transportation are mentioned in the report, but other departments could have unique needs as well.

Recommendation 2: if we did not have strong departmental helpdesks, we would not have survived the move to the new LMS system CANVAS. Departmental helpdesks are more effective for all.

It is true that the current TAMU central Information Technology is difficult to navigate, but a complete centralization of all IT resources would, like centralizing student advising, will lead to loss of specific knowledge areas. The IT needs of disparate departments/schools such as Kinesiology, Engineering, Science, English, HR, and Finance indicate that departmental or college specific IT needs must remain. In addition, central IT often demands changes to computing system hardware and software, but without any appreciation that individual departments and groups may not have the funds to enact those changes. A realignment of central IT must incorporate funding mechanisms to allow for upgrades and changes in IT infrastructure at the local level.

Our IT has moved to the College level and it is very difficult to get anything done in a timely manner. The centralization of this process did not seem to make things better for faculty.

I have no input on Information Technology except to reiterate some of my other points above about the balance between efficiency and effectiveness. (i.e. sometimes the thing that should most efficient turns out to undermine productivity and effectiveness, specifically with respect to the power and value of personal relationships).

I think the consolidation of IT operations in Colleges and Departments would be a disaster. Being able to contact competent, engaged and dedicated IT personnel is essential for any units' effective operation. Although this change may save in administrative costs, it will substantially degrade the service each unit receives from local IT professionals who know what the problems are in their own units and can respond quickly to provide answers. There is no way to replace decentralized and effective service with nominally more costly and inefficient service. Recommendation #3 is extremely

import and I fully support this proposal as long as it is implemented with little or no disruption to end users.

My experience with centralization of IT is that it has created a greater burden on faculty, reduced efficiency of faculty, and caused unnecessary hurdles to receiving support. Centralization often means depersonalization and when that happens, service is negatively effected.

The findings and recommendations seem reasonable. The only thing I would like to see is that faculty are given freedom to administer software installations and updates on their own work computers instead of having to work with an IT representative. Sure, security is important... but it's crazy inefficient to have to call an IT rep to install the software updates.

Recommendation 1: having a centralized IT is good, but different Departments have different needs, and some must have their own IT.

I feel strongly that a formal study of the proposal to centralize IT services should be completed prior to any such change being made. Computational and IT services of departments and subfields vary widely across campus and this may have a large unintended negative impact on some STEM field researchers.

Consolidating IT across campus may present some problems. Often, IT have close relationships and unique functions within units. It will be important to have personnel maintain strong relationships within departments.

The recommendation of consolidating IT support makes sense but the implementation will be challenging as different departments naturally have different needs for IT support. Some more, some less. Achieving equality of service while maintaining quality is not trivial. This requires careful planning and deep investigation

1. The TAMU Libraries should have its own dedicated information technology personnel because its systems are so unique and the entire campus (and extension agencies!) depend upon their reliable provision 24/7. 2. In 24 years, I have never been convinced that IT gave a damn about my ability to do my job. Their notions of "customer service" would be laughable if it were not so necessary. I never felt I could trust any sort of "ticketing" system for reporting problems. Give me a 24/7 helpdesk, accessible by phone, manned by real human beings who can solve my problems!!!

IT centralization is less harmful than centralization of advising, but it has already started and it HAS done harm. The mathematics department's superb departmental computer system has been disrupted and thrown into chaos. The employees of the centralized help system are notoriously less competent and helpful than the IT employees of the math department, who are being driven off! The report apparently proposes to continue and intensify this process.

Similar to the reasons I outlined for why centralizing undergraduate advising would be bad, doing this with IT would be bad as well. But, again, an office at the top that coordinates new government regulations, etc would be good.

Recommendation #3 regarding prioritizing cybersecurity is important and necessary. That said, with over \$1B in research expenditures annually, 'TAMU can work to protect all categories of data from theft or exposure' and work to minimize negative impact of that cybersecurity on the research enterprise.

General IT infrastructure upgrades are greatly needed. Having a centralized IT group could be beneficial, particularly if it means all IT support will have higher level training and are able to deal with multiple operating systems and computing needs. However, I am concerned about speed of service and needs if the level of staffing is cut. Also, it was unclear how high performance computing resources will be handled here. Will HPRC remain a separate entity?

Centralization of IT should work, but it doesn't. Centralization of IT in COALS has been a trainwreck. Nothing works as it should, no one knows who should do what. For instance is webpage management an IT thing or a MarComm thing? Neither one of them want to claim it and I see just this type of thing happening if IT is centralized further.

I perceive consolidation of Information Technology is to cut staff (RIF)

Recommendation #1: Consolidate Information Technology across campus.

I do hope that moving the Open Access Labs under Information Technology does not result in their closure. While Engineering was able to move forward with a program requiring students to get their own laptops and bring them to class, this is not feasible for all programs and students across campus. Similarly, the campus wireless infrastructure is incapable of handling the load for a total laptop model.

In all the many other universities where it has been done, nothing good has come from centralizing the IT operation. It homogenizes and reduces the actual support. And it gives IT far more power and authority than it deserves or can actually use in the service of the institution.

My college has consolidated IT services. It is a wreck. The IT staff are great people, but the leadership and centralization efforts have been a disaster. I have yet to meet a colleague that is pleased with the shared services model. I have no idea who these consultants are talking to, but ask the people on the ground about how much this shared services model stinks.

Again, this could work well, depending on how it is done and the leader in charge. It could be a disaster if it is understaffed, poorly led, or not integrated with units in a way that makes sense.

For the 25 years prior to 2014, the University had centralized IT leadership. I agree that combining the academic IT units that were removed from the VPIT portfolio in 2014 is a good idea. The reason that many university CIO's report to the Provost, rather than the President or a COO, is because a significant part of the IT mission is to support the academic mission of the university. The academic leadership of a university needs to have a say in academic IT. At many R1 universities that have a VPIT reporting to the President, there are often separate academic IT units reporting to the Provost. I am not aware of a single R1 university that has successfully consolidated all of the embedded IT support personnel into a single centralized unit. Consolidating embedded support personnel at the College and VP level is a best practice in my opinion. If the consolidated strategy of embedded IT support personnel is pursued, however, I would incorporate the IT support for academic departments from Agriculture and Engineering into the unit. While the Agriculture and Engineering Agencies do have unique IT needs, the academic departments are like their counterparts in the University. The University's Help Desk Central and the ServiceNow ticketing system provided university-wide services prior to 2014. Only desktop or specialized support located in the Colleges and VP offices did not ticket through Help Desk Central. Having a single point of contact for users is good, but will require additional resources. Texas A&M University had a strong record of prioritizing cybersecurity in the 25 years prior to 2014. Certainly, the cybersecurity threat level has continued to increase in recent years. My sense is that IT funding has not increased at the level necessary to support this great university. Funding is not addressed in the report. IT has been underfunded in recent years in my opinion. University IT costs rise at a level higher than inflation. I assume funding is the reason that the University's backbone network has not been upgraded. The backbone should have been upgraded to 100Gbps more than five years ago. My recommendation would be to reinstitute the Computer Access Fee, and convince the Board of Regents to allow regular increases in this fee, as we did for many years. This is the worst university IT consultants' report I have ever read. My recommendation would be to bring in a panel of successful R1 CIO's to review the recommendations and offer their opinions before proceeding.

Recommendation #1 (Consolidation): Doesn't build trust among users. AgriLife consolidated IT and I don't know if I am getting real responses from IT or phishing scams. The costs of IT for my project went up and service went down after centralization. It's become substantially more difficult to work with IT within our project and hurt productivity.

Recommendations #2, 3, and 4 (Help Desk/Cybersecurity/Project Managers): I'm okay with all of these proposals

IT has traditionally provided good IT tools but seemingly without much regard for the considerable switching costs when platforms and vendors change - need to strike a better balance. The Classroom teaching hardware and software (esp WRT Zachry) would be a very bad problem if not for the strong, personal support available on a nearly-immediate basis. I fear too much 'centralization' of "help-desk" functionality would undercut this level of support for teaching

I agree with the centralization of IT fully.

Recent efforts to centralize IT services have already proven problematic so I am skeptical. These problems can be resolved but specialized needs of departments/programs should be met with FTEs dedicated to these units.

Please centralize. I teach in the interdisciplinary environment all with different IT requirements--this is confusing and error prone.

I sincerely hope that any changes will improve timeliness of actions and response to faculty, staff, and students. The bureaucracy at our university is already overwhelming, and I am concerned that it can only get worse.

Recommendation #2 is puzzling given that we already have a centralized help desk for IT.

Centralization on some levels can increase certain efficiencies. However embedded units and ways to get quick answers is essential. Segregating TAMU units from the rest of TAMU is not helpful to faculty having to manage two identities.

Consideration needs to be made to ensure that centralization does not result in delayed IT support. Specifically, our current department IT staff can show up in person on short notice to address (sometimes substantial) IT needs related to our essential teaching and research roles.

I'm in favor of merging servers so all the university mail is on a single server, for example, but I really like the effectiveness of embedded IT personnel in departments. At my previous institution, the IT services were centralized at some cost savings, but a very severe drop in our productivity and usefulness. Centralizing IT has a way of turning "let's figure out how to do that" into "no, you can't do that" and the last thing we want is to become a lumbering tech-dinosaur - trading security for utility. The new added focus on security also sounds quite ominous - this is already by far the most inconvenient place I have ever worked in terms of being able to use a computer to do a thing. Science needs a lot more than email, Word and Microsoft Teams, and the bigger the pot, the more the soup all tastes the same. This seems like an invitation to further neuter PC utility and make us buy time on a server to do something that could have been done faster, better and just as securely on a PC.

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IT consolidation may result in cost savings, but it will not result in better service. Local IT professionals would be lost, making response to problems take much longer using a very cumbersome procedure.

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I am in support of centralizing IT if it is done correctly. Departments often have very different IT needs and a model where there is one central IT support unit that supports the whole diverse needs of the University is short-sighted. While all IT professionals on campus need equitable pay and resources, departments need dedicated support professionals. If this can happen with a centralized organization then I would support such an initiative.

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With such diverse and divergent needs, it is difficult to believe a one centralized system will be effective.

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Consolidate Information Technology across campus. This includes Qatar, 7 hours ahead of TAMU. So, will the outsource folks be hiring people from India, like calling for help from ATT or Suddenlink? Our CLA IT works fine, so why make it for the entire system? Stupid. At beginning of the pandemic the IT folks were great, training us to use new programs and platforms. Thanks IT!

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I am concerned that a centralized IT will result in slow response times. I do not understand how the proposed university-wide Help Desk differs from the existing university-wide Help Desk.

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See my comments RE IT and centralization and feedback and groundtruthing

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I worry about this as a researcher. I need specific things in terms of computing that I can't allow a committee or staff to decide for me. I need to be in charge of some elements of my own IT. At the same time, I do think we should be efficient.

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Moving IT further and further away from the people they serve is probably not a good idea. It might make sense for a company like Dell to outsource all of their IT to an international company to save money, because they do not depend on the efficient use of time and resources of their customers. If they waste a lot of your or my time, it doesn't hurt their business. My opinion is that centralizing IT is going to create a huge bottleneck for staff and faculty productivity.

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Faculty and staff are dependent on IT and so having local personnel is optimal for fast responses to issues in the class room and at the work station.

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This is not my area of expertise, so all I will say again is that input should be sought from all stakeholders, and in the form of genuine collaboration rather than some meaningless survey.

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Same Business Affairs. We have gone through centralized vs not several times now. Being out at the Hwy 47 campus, every time it has gotten more centralized, our level of service here has plummeted. I can't imagine it will be much different this time. If you are not physically on the main campus, this model does not work well. We still have

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Centralization will have benefits and drawbacks, and the outcome will depend on exactly how it is done and managed. However, if two of the largest colleges are not participating in this centralization its hard to see it working properly. If this really was a good idea, and could be competently implemented, then all the colleges would be taking part. (see Marketing and Communications)

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This one is a bit controversial - there are necessary systems that are specific to a unit's functions. In the case of libraries, we deal with a lot of vendor databases as well as discovery systems that are specific to providing information to students and researchers in the University. There are also platforms we host to disseminate research created by A&M faculty (Scholars@TAMU, institutional repository) that would need to be supported with specific expertise (and responsiveness). That said, it is possible that having centralization (provided there was still expertise) would help with consistency and sustainability of systems.

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The "once size fits all" model has a lot of failures. Information technology decisions should be made by top experts in computer science, not IT technicians.

Pre-covid I would have fought the idea of consolidating technology. Now I am less concerned. I think it will still be important that they are spread throughout campus though for speed of service. I can't see tech support to be housed on one end of campus serving the full campus equally.

The dedicated IT professionals in the Libraries are responsible for ensuring a robust discovery and access ecosystem for numerous types of resources including online journals and books; TAMU Scholars; digital collections; and print materials is available for all students, faculty, and staff at Texas A&M from any device at any time. We are not just about maintaining servers and desktops for faculty and staff but for ensuring our virtual library front door is always open.

From reports of those who have had their IT centralized, this has not been a smooth transition and getting central IT to answer questions and troubleshoot problems is troublesome. When I have issues in a classroom with their own IT, they respond quickly and I am able to go forward and teach the class. Folding in the library IT would be challenging as they perform specialized tasks that other IT departments do not deal with in relation to digitization, preservation, running our catalog, and other functions. They have homegrown systems that must be maintained for the library to operate or you will have to outsource these systems at a great expense. Library IT is responsible and helpful. I have found central IT to be very unhelpful to students when I have to direct them there. It took weeks for a student to get an accurate answer about why she could not access zoom breakout rooms. During COVID, this was detrimental to the student and frustrating to her and me as her instructor because she could not participate. It shouldn't take days to weeks to get an answer or to fix an issue. That hinders our students' success and by all accounts is the way central IT currently functions.

Recommendation 1 Must retain department level IT staff. Recommendation 2 I thought we already had this with Help Desk Central Recommendation 3 Cybersecurity is essential but should not result in onerous burdens on users. An example is the shortening of the time interval for renewal of two-factor authorization for logins.

Merging /centralizing IT across the campus is likely to be disastrous given that the specific needs of different colleges are so different. We provide REAL TIME data to federal agencies; this cannot "wait" for a help desk that operates 9-5 on M-F only and with staff that turns over frequently and is unlikely to be aware of the specific needs of a particular program.

It is absolute crazy that faculty in BCS have to deal with 3 IT systems. Why can't there be one unified system for the campus? It just causes confusion and is particularly problematic in teaching. Numerous times IT was called using number in a bldg only to be told to call another IT unit.

I am very concerned that additional consolidation of IT will result in an even further diminishment of useful options for faculty and graduate researchers. As it is, IT services are slow to respond and seem more concerned with maintaining security than with meeting research needs.

Recommendation #1 - many colleges, departments and units have highly specialized technology needs. As mentioned above, the importance of those personal relationships can not be overstated. In the libraries, for example, our IT department has worked tirelessly to create a new online catalog in collaboration with other world-wide institutions that would help bring down necessary library costs. Also, our Institutional Repository (OAKTrust) has been highly customized just for us and houses many TAMU specific collections and research. Again, if this is implemented, what will end up happening is that people will stop calling IT and come up with solutions on their own. We do need to prioritize cybersecurity! Please do this!

I had working experience for some months in a University, at which IT resources were completely centralized. The result was following: The University computers were sitting on a desk completely untouched. People very working on their own computers and research groups were collectively buying necessary software. It is very easy to overdo. While IT is the field where centralization of resources may be done relatively easy, one should be careful to not loose functionality.

The University Libraries IT deals with very specific software programs that are unique to libraries, insuring that the hundreds of databases we provide access to are accessible through our online search tools including the online catalogs, the institutional repository software that supports our land grant mission of making our research accessible to our community. These software are highly customized to meet the needs of faculty, staff, and students of our university.

When I joined TAMU many years ago the end-user had a lot of flexibility and I was allowed to fix minor issues myself. This is no longer the case (pointing to cyber-security for TAMU). However, without reversion the access of the end-user further centralization will make daily IT operations hugely cumbersome.

Visualization had its own IT at one time and then this was absorbed (centralized) at the College level. The cost at the unit level has been high. We are less effective, less able to respond the the individual needs of faculty, students, and the discipline, and no way to determine our own future.

I think IT centralization is the must.

Proposed centralization is critical here for many reasons, including security.

IT got off to a rocky start at TAMU; I suspect this is the case in other academic institutions. IT has improved incrementally but is still highly 'Balcanized'. Intelligent consolidation is warranted. It is important to keep our mission in mind ;different units will have specific needs including different platforms.

I am speaking on this point as someone who was a

IT needs are often locally specific and require immediate attention. Rather than further centralizing IT services, TAMU would do well to significantly increase the training of staff at the local and college or school levels and link those IT to EDUCAUSE and ECAR to enhance their training and ability to learn from developments at other tier one research universities.

IT staff and resources in the College of Agriculture and Life Sciences and AgriLife agencies were recently consolidated, apparently in response to recommendations of a previous report by MGT. This consolidation of IT support services in AgriLife is universally viewed by the faculty as an unmitigated disaster. The result of moving IT specialists housed in departments to a centralized office has meant a reduction in IT support for individual faculty. It appears to me to have been a mechanism for reduction of staff, and as a result, IT specialists cannot now keep up with the demand for their services. I am speaking from personal experience. Recently a Windows computer that controls about \$300,000 of photomicroscopy equipment in my lab crashed as a result of a Windows update, and eventually required a clean install. Working with AgriLife IT, it took almost five weeks to resolve what should have been a relatively simple problem.

Before centralization of IT services is undertaken, units should gather data on wait times for service requests. If centralization does occur that data collection should continue. If after a couple of years wait times increase significantly then it needs to devolve again.

The IT migration has caused me extra work each week and many important email messages missed because they were in the junk folder.

I am aware that the Council of Principal Investigators is developing some ideas around IT as well and might be a good resource to utilize to understand PI/research needs.

Higher education is about people, and the success of the university relies on employing and developing amazing people – students, faculty, AND staff. Please consider the efficiency and effectiveness of dotted-line personnel embedded in the units they know well, and please do not remove the human element in the spirit of consolidation and efficiency. Support staff who are located proximally to their customers provide far better customer service and also have a much greater sense of institutional pride. For IT it is particularly important to create a positive workplace climate given that we are at a competitive disadvantage for IT talent compared to more lucrative private sector opportunities. Those who know the mission and enterprise need to remain near the customers they support, while at the same time benefitting from centralized training, reporting and management.

IT needs a reboot. Consolidating all IT is a great move and will be supported by many.

There are too many admin restrictions that make it difficult to update software, upload new programs, wait for IT to repair, etc. This got worse after IT was moved from our department to the college level.

It is critically important to have an IT expert in each large department, reporting to and working with each department. Too much centralization has a NEGATIVE impact on effectiveness.

The College of Ag. and Life Sciences' move to put everyone in "AgriLife" has made it difficult for to access and use the tools provided to help us teach our classes (TAMUDirect, etc.). We now have double the passwords and have to manage two systems to get things done. Please reconsider leaving the teaching part of ag. separate from the university on computer systems and IT.

Recommendation #1: Consolidate Information Technology across campus. This is pure madness. The main strength of the Internet is its decentralized nature. By centralizing it one: i) creates a single point of failure; ii) moves the support away from the people who need it. Case in point: we used to have our own web service space for the faculty in the department. It worked very well, any issue could have been resolved in 15 minutes by just sopping by the office of our IT admin. It has been centralized last year. Now any issue takes about a week to resolve, main issues which I have are not

and as I was told will never be resolved as it is their centralized "policies". Generally, the whole interaction for whatever small issue happens exactly as I described in my comment on the HR "reform". With the same result. Now I provide IT support for some of my colleagues when they need it. Recommendation #3: Prioritize cybersecurity to ensure campus services are not compromised. Please, do not do that. Please, prioritize the stability and general usability. It is very easy to prioritize security: just disconnect the campus from the internet. We need a working system! Security is not enough and MUST not be the main goal, it is simply a condition.

I do not know enough about how IT is organized to have much of an opinion. I am generally opposed to the centralization of services like this, as it is so much nicer to have a dedicated staff person in the same building. I have experienced the difference in my own department. If IT is centrally located, I personally will be more reluctant to seek help (and will be less efficient as a result).

As I understand, one recommendation is to consolidate IT resources at the university. This would mean no IT Department in the Mays Business School for example (note: am a faculty member in this college). This centralization would be disastrous to research faculty. We need frequent access to IT professionals to help with office computers used in research. Without our college IT folks, I know that I would be in serious trouble. Highly recommend not eliminating our college level IT department!

- Seek effectiveness always and efficiency as able. Do not over-centralize these functions in pursuit of "savings" at the peril of customer service or mission effectiveness.

IT centralization would be welcome - if it can actually increase efficiency. The current state of IT support is woeful

Having worked in IT for more than 30 years, there is much to be improved upon from the desktop to the behind the scenes entities that provide network access and myriad IT services to the campus and beyond. Providing WiFi access across the campus with more than 100,000 potential users in and of itself is a Herculean task. Setting up phones, email and voice mail for faculty and staff is also an incredible amount of effort that is additionally stressed by maintaining systems security. There is sometimes unclear choices of who should be contacted with whichever problem is encountered. Student IT workers do an incredible job of managing the demand and taking care of trouble tickets whether it be desktop issues, printing designations, building access or even software upgrades and installations. Certainly worth elevating the recognition of the criticality of all of the myriad things that IT/network folks accomplish on a daily basis and the good job that is done in light of cyber security threats that are ongoing and unrelenting.

Centralization of IT services in COALS has significantly reduced responsiveness to departmental needs. If all-campus centralization occurs, accountability will need to be creatively addressed.

I don't have opinions about this.

I never understood why there was PITO, TAMU IT and EIS. They clearly should all be combined. But the local IT people need to really be local, with their main connection to their department and college, with their connection to central IT being for common resources, bringing in extra help, etc.

1 organization, entire camps. The fact that many colleges have their own IT departments is the most backwards thing imaginable. True duplication of effort.

No recommendations.

I disagree somewhat with recommendation #1 (consolidate IT across campus). While some centralizing might be beneficial, for my particular department (Libraries), the IT department does highly specialized activities (like building new library software) that general IT staff unfamiliar with the library could not do. Our internal IT team has won national awards for the things that it has contributed to libraries and the libraries relies heavily on IT support for digital initiatives, library systems, and general functioning of library processes. If we lose this highly specialized support it could compromise the ability of the library to respond to student needs and provide needed research material.

A common system would be welcomed. I used TAMU for almost 30 years and it worked well. Now my college requires its faculty and staff to migrate to a different IT system - what a mess.

The IT in Galveston is super. We have very good support for hardware and software questions. Our classroom technology usually works, and if not we can get service quickly. No complaints and I cannot think of any improvements needed.

I would like to be a part of fixing project management across the university. I left the Division of IT when the previous CIO decided she didn't believe in project management and disbanded the office. (Previously, I was hired to build a

network of project managers). Since then, I have been working within the Mays school to build project management as a discipline and have partnered with other colleges (and even Auburn recently) to do the same. I have a proposal in to my dean's office to build a center for project management over the next 5-10 years. In case the survey is anonymized, my email is [REDACTED] and I would very much like to be involved with the discussion about project management. Happy to provide a CV supporting my qualifications for this discussion.

Leave it alone, it's working fine. Stop comparing IT University wide to other universities that are imploding with censorship and political events. It's the students and the jobs they will have that matter not the school.

Mostly good if it aligns all units including HSC

This is an absolutely HORRIBLE idea. While I am currently faculty I spent 14 years of [REDACTED]. I'm intimately familiar with the issues and tensions between centralized IT and the units. A blind move toward centralization for "efficiency" purposes moves us toward doing the WRONG thing very well. Central IT can't compete for the resources effectively to support other departments and local control of IT staff encourages local resource allocation and provides more EFFECTIVE support. It's painfully obvious that the consultants are not cognizant or appreciative of the culture of higher education in general and TAMU in particular.

Centralization and efficiency need to be balanced with promoting faculty and staff productivity. Examples are IT services.

I am concerned about centralizing IT, unless IT staff are assigned to academic units; different units have different IT needs, and a central office far across campus may be unwilling to understand or to cater to those needs. I am also concerned with expertise in such a centralized office.

I think that all IT services, including those in Agriculture and Engineering, should be housed in one unit.

Hard working in our unit. Not enough of them

Needs significant investment to bring IT up to standards consistent with a world-class institution. There are too many shortcomings to enumerate.

No comment.

## Information Technology - Staff

Please provide your comments related to Information Technology:

As a software developer I see huge potential benefits in most of the recommendations for IT; I certainly agree with the necessity for major improvement in the area of cybersecurity. As with many other areas of the plan, as we move forward with projects and initiatives to improve overall efficiency and service we must be careful not to degrade products and services to groups with special needs. For example, JRSO is tasked with operating the R/V JOIDES Resolution. In support of our science mission we write and maintain a significant variety of specialized software, much of it deployed on the ship. So as I look forward to working with the broader IT community to improve overall service and customer needs, I want to make sure we don't degrade the services we provide to our science community and technicians on the vessel. In the interest of being agile and responsive I believe we need to be able to meet the needs of all of our customers.

Technology services only exist to support other programs, some of which have very specialized needs. Consolidating organizational structure typically leads to standardization across all facets of the organization. While this is generally a good objective for backend infrastructure, it risks failing to meet the very distinct business needs of vastly different units across the whole institution. After a prolonged season of corporate merges and consolidations in our world, many of the corporate giants are now recognizing the challenges of meeting distinct business needs through a fully consolidated structure. Google did this in 2015 when it created Alphabet as a parent company to a number of subsidiaries moved out from under Google. In the past month, General Electric, Toshiba, and Johnson & Johnson have announced similar plans. For A&M to hold "centralization"/"consolidation" as the prime objective is to similarly risk disrupting important service portfolios offered by the university. The MGT report attempts to dampen the effect by recommending "dotted-line"



reporting structures. However, without maintaining strong relationships between IT and its customers, the more a customer is dependent on specialized services, the higher the risk of the customers failing to achieve their mission. The MGT report acknowledges as much when it recommends a phased approach for Athletics and Transportation IT. I agree many very small IT units (1-5 staff) cannot maintain a quality of service and compliance with ever changing security standards, but nearly all of these small units are within Academic Affairs. Consolidating those small units could achieve significant benefits while keeping the service providers focused on a common line of business. The metric for quality for IT services should not be cost or organization. Ultimately it should be an ROI-type consideration of the value provided to its customers. This is the crux of the industry-standard Information Technology Infrastructure Library (ITIL). ITIL offers a set of detailed practices for IT activities such as IT service management that focus on aligning IT services with the needs of business. Those who apply the proven framework see business value created. The MGT report recommends a classic organization restructuring seemingly without understanding how IT can create value. A key concept in ITIL is to only implement those practices that make sense in a given context. If consolidation of IT across the institution progresses as recommended, it will be crucial that it be organized in a way that preserves the ability to adequately maintain strategic business relationship, to engage customers for governance and to maintain working groups that understand and can adequately deliver the prioritized services.

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Information Technology: Finding #1, Recommendation #1: Consolidate Information Technology across campus. The rationale provided was that the current structure is inefficient and ineffective. I would suggest that the central university IT offices are currently in such a state that it creates ineffective and inefficient IT services across the university. Our college has a centralized IT structure and operates very effective and efficiently. The issues seem to arise with inconsistent and delayed messaging/responsiveness from central IT. Additionally, I recommend that removing the reporting to a centralized office would remove the prioritization of individual college or department needs and that would be replaced with what central IT places priority on. I would suggest a dotted line to central IT, but IT staff and managers stay in place to support their local customers.

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I disagree with wholesale consolidation. There should be more collaboration between units. The problem again is this university is hellbent on building buildings instead of supporting staff and programs already built. In order to innovate, you must invest. Doing cost streamlining is adding by subtracting after dividing end-user staff from their silos. The answer is not consolidation but collaboration. This report does nothing of the sort for highly needed IT investment for this campus and this university. The Help Desk for campus is already cannot be staffed well enough. This is a problem of subtracting in individual departments without actually adding. This campus needs to invest more in IT staff and programs, not less. This suggestion should not be adopted. Further study and investment and stakeholder buy-in is necessary before any changes are made here.

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On paper centralization seems easy when in fact it proves to be exceedingly difficult. IT needs vary widely across campus. Attempting to generalize may inhibit research and instructional creativity. A more effective solution may be to create decentralized node clusters within colleges/divisions/etc and supported by centralized IT Project Management Administrators.

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Our level of IT support declined when our college centralized the IT staff. As long as it does not decline again, I think campus wide centralization might work if IT personnel remain housed across campus. It would be problematic to centralize all IT purchasing duties since this would probably lead to processing delays. There is now sometimes confusion among our employees about which IT group (college or central help desk) handles what and which group they are contacting. Cybersecurity should be a priority.

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My particular area of expertise is in the area of Information Technology. While I can see why the idea of one centralized IT unit is attractive, I don't believe it is the best solution for this University. The current Division of IT, is already crippled with poor communication, poor response time, and poor customer service – both internally among their own departments and externally. They also do not have a firm grasp of the differences between supporting a business unit versus and academic unit. The two units have vastly different goals and needs, and while Division of IT has the business side down better, they don't understand the academic side. Division of IT is distanced from their customer base, with no understanding or ownership of what their customers do and need on a day to day basis. This is part of their issue with customer service – it is like calling a large company like AT & T. The person on the other line, doesn't really care what issues you are having, so if they don't get solved, they don't really care. This will create a very frustrating environment for the faculty/staff/students. By rushing a consolidation, it would only magnify the issues that already exist. If the consolidation occurs, it needs to be after Division of IT has fixed their existing problems, then perhaps adding a unit at a time and with lots of planning. The Division of IT already went through this once with Health Science

when they consolidated their support, and the consolidation was undone within months. I don't think that bodes well for this particular idea

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While the idea of having a consolidated IT group sounds great to me, I am concerned that something may happen to create a BIG problem or not. As long as access to networks can remain off campus, this is good. I want to take this opportunity to say that I've never liked the idea of students helping IT or other departments, especially when it comes to data. Students graduate and move more rapidly than a person hired specifically for the job. There would be less opportunity for things to 'fall through the cracks', so to speak. If we invested in full-time IT tech positions instead, we would make a better investment.

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My comments regarding IT are similar to those provided for HR. Of particular importance, however, is that IT personnel in the Division of Research may have access to sensitive information, access to secure locations (i.e., high containment labs, etc.), the ability to modify security measures, surveillance, etc. Like the high containment personnel, existing IT staff within the Division of Research should remain within the Division of Research to ensure the safety, security, and compliance of our higher risk facilities.

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I want to know more about what this proposal will look like in practice. We have waited weeks and months for service requests to be fulfilled. Sometimes it feels like I'm waiting on the cable company or something. I'm told that someone will be out on a certain day, and they never even show up. At least when the cable company gives an unreasonably long window of time to wait on them, they finally show up at the end of the day to service the request.

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See comments on decentralization recommendations from the last PWC report under Finance and Business Administration.

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I very much agree with having a central system for running all IT infrastructure. Letting Division of IT run Windows updates, technical infrastructure, etc. This frees local IT to tackle higher-level IT needs of a division. I am concerned that the current Division of IT model (pay to play) will create a vacuum of technology rather than a campus with cohesive technology. Under the current system, I am unable to use my DSA computer to access PITO databases that I have been given access to view. As I understand it, the issue is misalignment between the backbone infrastructure of the two divisions and corresponding settings. I'd like to see this unnecessary issue resolved through a unified IT system.

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It is already difficult to get timely and effective help with IT issues - centralizing this feels like it will only get worse.

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Do not centralize IT. The customer service from the current IT is not the best. Our college is tech heavy and it's not pleasant to be told that the wait time is two weeks or more.

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I think there ought to still be some level of responsiveness to specific divisions, rather than a total consolidation with IT. We are able to have greater relational capital with our IT folks when we work with them more regularly, versus a more distant relationship where they may not be able to understand our particular needs.

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Centralization should only be considered if there are sufficient resources to guarantee that the effectiveness and timeliness of response will remain the same or improve. My experience with central IT is that it takes days to get a response to a ticket, and it can take up to 15 minutes to get someone to come support classroom technology. In a 50 minute class, wasting 1/3 of it on getting basic equipment to function properly is not acceptable. I would like to see centralization if it means we all adopt the same platforms. Right now there are multiple tools to do the same thing (slack/teams; outlook/google calendar; one drive/google drive) and it causes a great deal of confusion to have both. It is also a missed opportunity for better communication and collaboration if the tools would be adopted widely and consistently. The other key is that there must be some sense of continuity. People have uploaded thousands of files to google drive, but there are rumors google drive is going away, so people are unsure of how to share/save files and are hesitant to keep 'investing' more in google drive if all the data there may someday be inaccessible.

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We have centralized IT in our college to support all departments and units housed within. More discussion and information is needed to better understand how a university-centralized unit will be implemented to ensure effectiveness with stakeholders.

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Centralizing IT hasn't gone well in Divisions or the HSC - it might be a disaster for the university...

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IT services need to be more centralized. Too many units across campus are using IT services inconsistently. With that being said, we still need IT professionals closer to the customers they service. There should be IT professional assigned to depts or divisions throughout the university so close relationship can be built with the depts being services. Those close relationship will help the depts better utilize potential IT services that they might not even know is available to them.

No comments

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No comment

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I do think cybersecurity should be prioritized to ensure campus servicedes. I do believe a university-wide Help Desk and ticketing system will be much larger - but is likely best for colaboration. Additionally, I do think that concolidating IT across campus would be practical.

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I support all recommendations.

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What do we do if we remove the departmental IT departments and there is an emergency with something like research equipment that needs someone immediately?

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Fantastic move to centralize IT. This was something I have been encouraging since my second day in my role. The faculty experience and student experience are disjointed and lack consistent quality metrics. We also need to study those who provide IT support at our scale and determine where we can automate. This too will take user acceptance testing. There is great power in faculty sending students to get IT support and they know they are going to the same place. Let's empower our faculty to be able to do this and for both students and faculty to land in an IT culture that is helpful, empathetic to the teaching and learning experience of faculty and students, and data driven.

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While consolidation across IT units can lead to better things, I suggest we look at the needs of individual units to see how we can better align communications and efforts rather than changing reporting structure. I think centralizing services such as the helpdesk, could streamline far more things across campus. Bigger units that have greater technology needs won't gain any real benefit from being absorbed by central IT. Central IT has struggled with maintaining it's own structure and, in my opinion, needs to be better streamlined before absorbing any other units.

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I am in agreement with, and supportive of, all of the findings in this section. Centralizing IT services and operations is the first step in overcoming the inherent challenges with delivering IT in an exceptional manner at an institution of our size. It is imperative that we are not only aligned organizationally but methodologically. Centralizing and streamlining IT operations will allow us to not only compete with peer institutions for recruiting and retention of exceptional students, faculty and staff, but in many ways, position us to surpass them, if we are able to successfully reduce unnecessary and inefficient business process and resources. This opens the door for innovation and growth across all facets of IT.

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Very low manpower compared to what I know elsewhere

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Many of the changes suggested for IT at Texas A&M are long overdue, including: centralizing help desk operations, consolidating IT into a single organization, adding a robust Project Management Office and improving performance metrics and analytics. These changes have been broadly adopted by industry and others in higher ed. They will allow individuals at the university to access IT services easily, while allowing the division of IT to better manage risk and data security. Recruiting and retaining qualified IT staff is critical, and is often difficult. If TAMU will continue paying significantly less for these roles than industry, consideration should be given to flexible schedules, remote work, and other non-monetary benefits. In realigning IT, there are numerous areas of redundancy. HOWEVER -- careful analysis will be needed in determining where these redundancies exist. While some IT roles may be somewhat interchangeable, others are closely tied to the technology, systems, and data supported. For example, support of the TAMU Student Information System/ERP requires detailed knowledge of Ellucian Banner, automation engines, and other technologies not used in other parts of the university. Lack of adequate support on these technologies can causae direct impact to: Registration, Admissions, Student Business Services, Financial Aid, and many other departments in TAMU.

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Questions & Comments: With the current centralized IT model in the Division of Student Affairs, Departments are not able to be served in a timely manner to meet the needs of our stakeholders - particularly given that we are in a rapidly changing time of technology. I am concerned that we will see longer delays and decreased services, which would cripple our ability to provide timely, efficient, and intentional technological support to students, parents, former students, and other stakeholders including the over 1,100 recognized student organizations

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PITO is a university-wide Help Desk and ticketing system. I am not sure what is the new university-wide Help Desk and ticketing system in the MGT report. The MGT report even didn't mention PITO. Also, MGT report mentioned to create a Division of Facility Information Systems to maintain information in support of TAMU operations (The unified system can track records and collect data to inform and enhance facility efficiency, utilization, and maintenance). The business procedures are changing all the time, and this unified system will be a long term projects. The new system needs all the students, faculties, the staffs and the vendors to take the time to transfer. The MGT report didn't mentioned any costs

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to transfer the current system to the new one.

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The University Libraries have very unique and demanding information technology needs. Failure in any way on the part of information technology within the library has the potential to interfere with student success.

If every faculty, staff member, and student had to go through one centralized IT department for every single need, end-users would be displeased due to how long it would take to have their needs met. Likewise, many IT employees are specialized. Treating all IT units like support staff instead of acknowledging the many other responsibilities they have creates a huge problem of those needs no longer being met.

Moving all IT under Division of IT, makes sense if the following happen. 1. You need to keep all staff in place and just change the reporting lines. 2. You keep the connections between current IT departments and their respective departments. If you want to improve the quality you need to make sure that customers know who to contact. These lines can eventually be moved but it should remain in place until some of the things below are fulfilled. 3. You implement policies and procedures to each department once the move has happened. 4. You want to wait until your IT leadership has time to figure out the strengths and weaknesses of each current IT department before moving staff around. 5. Reward the current IT departments that are leaders in progressing technologies and are cutting edge.

EIS, although an IT department, should remain with the Student Affairs umbrella. We service REGI, ADMI, FAID, SBS, and all departments and colleges. As well as house all student data and student access to Howdy, faculty access to grading, etc.

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I feel comfortable with the team. More training needed.

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I agree with the changes here.

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Utilizing the same IT products to meet the TAMU business capabilities would be outstanding. Continuing to have multiple products to support the same business capabilities causes IT support groups to spend time creating interfaces between these products. When they should be leveraging enterprise level products to fulfill the university needs. Building these enterprise systems requires talented IT support staff. We are operating extremely lean on technical support staff that can leverage these enterprise systems. Talented IT people are needed for these systems. Training is also needed for IT support staff and the employees that use these system.

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While consolidating IT makes sense on paper, it reduces flexibility and customer service.

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Having many different IT offices is bit much, you have the help desk central, IMS, and office for academic innovation (OAI). One handling IT support and the other handling Canvas LMS, and another just handling the university media technology. It's confusing for students on where to get help, as if it's IT support then they have to go to HDC, but most often they have problems with their computer who cant take exams in Canvas then they also reach out to OAI. I agree that there needs to be a common ticketing system and consolidating those offices into one office. Combine the Instructional designer in OAI to CTE so that they can focus on course design, currently, OAI doesn't do any course design at all. Those IT workers need to know the best practices in using the LMS and also the technology. The bureaucracy and politics to get something done are also ridiculous. IT people are slow in responding to tickets. It took me two or three weeks for PITO to answer my tickets or to fix my laptop and I am sure I'm not the only one venting about their slowness. I have worked at many different institutions before, but TAMU is one of the conservatives one in terms of IT. I can't install my own software without submitting a ticket. This can be much sometimes as I do need to use certain software and it took them 3 weeks to answer my ticket. OAI also seems to not know what they're doing when installing third-party tools in Canvas. It took months for different colleges/ departments to get an LTI (third-part tools) approved. Where in other universities, they're more relaxed and let faculty decide and install those third-party tools themselves.

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In the case of the University Libraries, the university-level centralization of Information Technology in Recommendation #1 would delay needed assistance with IT having to handle requests from so many more customers than when decentralized. Also, the University Libraries use specialized library software and programs that technicians with general university training and experience would not be familiar with. Technicians would need lengthy explanations and additional time to research the specialized software/program in order to resolve the issue. This would slow down their ability to respond not only to the library issue but also to the next problem waiting in line. Depending on the library issue, the entire University could be impacted by making in-demand library resources unavailable for an extended time. When IT technicians are assigned directly to the Libraries, time and effort is saved since the technicians are already familiar with the software/programs involved, resulting in more efficient service.

Identifying how to align Galveston services (such as HR, IT and MarComm) into the overall University umbrella should be balanced to avoid the loss of local knowledge, perspective and (in some ways) authority.

Pg. 72. Recommendation #1: Consolidate Information Technology across campus. Departments such as Athletics and Transportation have very specific technology needs; these units may require a phased-in approach. Texas A&M Health also has very specific technology needs and they have already tried to integrate it with TAMU IT and the process had been long and by and large unsuccessful. Pg. 72. Identify duplication of services across campus and seek to reduce staff over time through attrition and reorganization. Our campus IT is already stretched very thin. They do not need fewer employees, they need more. They are barely able to get through their workload as it is and this causes delays across all departments on campus. Pg. 74. Recommendation #2: Establish a university-wide Help Desk and ticketing system. A new Help Desk and ticketing system will become the main point of contact for all IT issues for faculty, staff, and students to ensure higher quality, consistent customer service. To ensure high quality, help desk calls and support should be assessed with a follow-up survey after each transaction. This already exists and it doesn't work well. The ticketing system is not very easy to use for staff, at least in terms of tracking your tickets. Also, it doesn't retain your ticket history, which would be helpful to review when similar issues happen. In addition, tickets are marked as closed before IT staff has verified that the issue has actually be resolved. The current system also doesn't always display who is responding to the message on the users end, so it can be confusing when your ticket gets transferred to other people. Pg. 76. Recommendation #4: Utilize project managers. I think this is great and it was my understanding this should already be happening. I think a key though is to make sure project managers get assigned not just to IT department projects but also constituent's projects that involve IT systems. There should be a project request form available for faculty and staff throughout the university to request an IT project lead for projects involving IT systems.

Please, Please, PLEASE consolidate IT across campus. When I started working with HROE I was denied access to the HROE shared drive because my IT access was with Provost IT. I am an employee of Texas A&M and I can't have access to another server because I am in a different division. I have approval of the VP of HROE to obtain the access but no, they couldn't make it work. So, now for any collaborations we have to use TEAMS which means, we have to save information in two places. It's ridiculous. If any of the recommendations in this report are going to be implemented it is going to take a strong technological structure. There needs to be consistency across the divisions. The only way this is going to happen is for them all to be under one umbrella. There is too much in-fighting amongst the different IT units. They need their authority to be centralized but they too, like HR and Finance need to provide service to an assigned area. There should be groups of centralized service delivery units across the campus but they receive their authority in one place. We shouldn't have 20 or 30 different Laserfiche servers across campus. Laserfiche is going to be an important technology for us to utilize to standardize services. We need IT to create a uniformed and standardized method for us to create efficiencies on campus.

IT consolidation is a mixed bag. Infrastructure has improved and benefitted from consolidation, but end-user support and customer service will suffer. Because of their position, faculty and staff at higher levels will be insulated from this. I can assure you that other departments have the same complexities as Engineering. The department-specific knowledge that keeps daily operations from being disrupted will simply go away if consolidated. The help desk function is consistently neglected across the IT world. When help desk staff mature and gain a solid understanding of some aspect of their job, they move on to something better. Call HP for support on your personal laptop or go to the AT&T store for help with your iPhone. You know it will be a hassle, so you just live with the small issues.

I think IT is currently going okay.

IT Consolidation is a necessity . Minimize duplication and increase the depth of support staff. Consolidation of Help Desks also minimizes the confusion of where do you go for help.

N/A

There is a clear and gross misunderstanding on the functions of the Libraries in this report. One of the groups that are essential to the Libraries is our Digital Initiatives (DI) Department, or, IT. They are a consolidated group and very efficient. The work they do on the backend for the Libraries is one of the main components (from my understanding and experience) that keep the Libraries functioning as they are. They help with implementing various platforms that the Libraries use to function, and code/develop ways to make unique softwares communicate with each other and provide needed solutions for services the Libraries provide. It would be a great loss to have DI removed from the Libraries and integrated with some greater IT. I highly recommend visiting the Libraries and learning about the DI functions before

making any decisions.

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DoIT for DRL is prompt to respond to our needs, and we know we can count on them. Centralizing IT would put our employees in a pool where we are not a priority. We directly serve students and parents, and our office is the first line of contact with stakeholders, so having to wait for access to IT solutions would tie our hands, giving us no priority to solve our tech problems.

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Enterprise Platform as many IT services as possible to save on cost and cultivate expertise in the platform by maintaining a knowledgeable support group. All End User Support for office workstations and hardware should be run through a single group with support personnel in that chain of command housed in areas near the dept. or colleges they support. For example the End User Support for professors and staff in College of Liberal Arts can be done by a local staff who then answers via a logical chain of command to an executive level manager for End User Support on campus. Workstation and laptop appropriation and purchasing should be done on a university scale through a single group that is properly scaled to deliver new and replacement hardware to the End User Support personnel that support each dept. or college. Repair requests are handled by this group where broken hardware is immediately replaced from a pool and the device in need of hardware repair is returned to the pool once the repair is completed. The personnel who do this are trained in repairing of these computer assets and with the additions of couriers, proper vehicles or equipment, computer assets can be distributed quickly across campus as needed on a daily basis. Large purchases of computer equipment can be done negotiating a better price due to volume. ServiceNow has a proven track record for many large corporations and universities in the United States. It is currently being used by the Division of IT. With an expanded support and development group emphasizing ServiceNow, the entire university could be serviced appropriately. However, this integration (which is true for any application chosen) will require a mountain of effort and consultation costs with the vendor and with other full service IT Service Management consulting, education, and technology provider companies that could help with the transition which includes education about ITIL v4 a necessary knowledge skill to understand why and how ServiceNow should work. Traditional assimilation of knowledge through dept. or colleges will not work. It requires effort, organization, and preparation above a single dept. or college level. ServiceNow, or a similar tool of its caliber, is essential for a Campus Help Desk which provides support on a great many different services from across campus. The system must be appropriate to be used by staff who are helpful but not necessarily knowledgeable about every service. Support group work flows and SME escalation is a requirement and that in turn requires a in depth review of all IT services on campus, a proper Service Catalog, appropriately gathered Assets and Configuration Items (devices), and lastly an Event Management system that can filter, moderate, and appropriately escalate service issues with the proper support groups. The university needs to attract a higher caliber of talent to better move us forward with technology during a time when the advancement of technology is increasing at an incredible rate. To be competitive with the corporate sector on attracting talent a significant change in our recruitment and retention methods is required. Salaries of IT personnel must be improved to an acceptable level that doesn't push IT personnel to leave the university at the first opportunity. Also training in the form of education, certification, career events, conventions, etc. needs to be emphasized to allow ideas and solutions to be formed for our current issues. Lastly we must be more intelligent with our remote work policies. IT does NOT require employees to be on campus. That is an out dated and archaic generational outlook that no longer applies. The freedom to be able to work from anywhere, with the proper oversight, is a massive benefit to IT personnel. Offering that ability allows IT groups to hire Out of State employees based upon their skill and knowledgeable and not limited mostly to those in the immediate area or in the state.

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Consolidating IT into another "One Stop" shop creates the same concerns noted in other areas above. If managed correctly, this could reduce response time and increase customer service. However, if the end result is less IT staff, the expected result will be slower service. Good IT customer service is critical to success of our mission; without good IT service, we literally cannot perform our work. I am also concerned that IT would lose the "personal touch" of having IT people we know and have relationships with if it is completely centralized, which could also result in slower service. In the current model, we know who "our" IT people are, and therefore have multiple avenues to contact them if needed.

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I don't think I am in agreement with recommendation 1 and 2. I often call the central HELP desk only to be told that my college is unique and they can't help me. I have gotten a great deal of help from my college's IT folk, but their hours are limited. I think I would prefer 24 hour service that is college-specific.

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The University Libraries system works as a well, system. And it works well. Business, Marketing, Facilities, HR and IT are all embedded in the library model and we work as a well oiled machine. If it ain't broke...

The IT recommendations in this report are essential and must be implemented in their entirety and thoroughly. This is by far the most important part of the report. Any criticism of this recommendation I have heard so far has been born of an ulterior motive and is usually about self preservation, not what's best for the university.

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I think there is a great deal of opportunity here to provide better, more compliant services to the entire university. The report includes observations I share, such as confusion about whom users should contact about specific IT-related services. This is difficult for new IT pros as well as new faculty. Key points and concerns: \* Leveraging embedded personnel with centralized reporting was highly successful in Engineering, and I support this model. \* Information Technology Communications has been invaluable with reaching both students and decentralized IT professionals. I hope any change in their reporting structure would not negatively affect the success of this key asset. \* I'm supportive of the partnership model for the agencies. Concern - Export-controlled and other restricted content is ubiquitous in Engineering and TEES. If it's feasible to design centralized services in such a way that they can be consumed by affected units, it could eliminate duplicative efforts.

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The library has far more specialized apps for research and course requirements to be shoved somewhere general. I'm doubtful this will work for the library.

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We used to have terrific IT assistance in our department. Now everything is centralized and the best people have left the university. Just the other day we were told not to update computers as the central IT folks had not had time to look at the latest updates from Windows or IOS. It was a sad indication of the University's inability to provide state of the art technology at a supposed to tier research university.

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IT, I've never had a complaint with any IT person - and they've always, whether on case or when at home during Covid, have been absolutely fabulous. I'm always so impressed and very grateful for their help and their knowledge. When I retire, I'm going to very much miss this source of knowledge.

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While some IT groups merging into main IT makes sense to me, others don't (like UES IT).

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I have worked in/with various IT offices across campus and it seems every couple years they try to implement sweeping changes in an attempt to improve services. There are constant reorganizations / infighting in the various groups for power / control. A bunch of the IT offices were moved away from CIS to the Provost to give more control of priorities to the academic side of the University. Now a few years later a different consulting report is recommending that the groups get moved back. At the end of the day it seems the University is willing to try to do anything it can to improve services with the exception of the one thing that would work, increasing salaries and hiring more staff. Every IT organization on campus is underfunded and understaffed for the work they are being asked to do. No amount of reorganization is going to fix that. The work is too great, for pay rates that do not reflect current market rates. With COVID placing a greater demand for IT staff, it is going to become increasingly difficult for A&M to keep and maintain the staff they currently have without a sizable increase in salaries. The offices have also started forcing IT staff back into the office and not approving any work from home requests. Why should we stay when we can now get paid higher salaries from the abundant remote positions across the country that do not force us to move or disrupt our families?

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Finding#1/Recommendation#1 - Much seems logical. It was noted in meetings that have occurred across TAMU that have already seen some centralization that some response times have gotten worse. Therefore, those faculty & staff who do need desktop support or classroom assistance will be interesting to see if needs will be met in an expedient manner or will get worse. Finding #2/Recommendation #2 agreed along with how to request services, this is confusing and a challenge, then knowing what costs are involved with a service is hard to put together. As for the ticketing system, a review was performed across campus many years ago and ServiceNow was selected, however it didn't seem that everyone had to follow the requirement and enforcing such a requirement could not be made by I.T. Having one ticketing system across campus, not just in I.T would certainly aid in preventing looping and staff understanding. Ticketing systems are not just useful for I.T. staff and sharing how they work and the knowledge across TAMU could save TAMU greatly. Some of the findings and recommendations do not seem to align with the proposed organization chart. In addition, the proposed organization chart, has components that are noted as existing that do not currently exist. For example, AVP Research is not an existing area in I.T today, it seems this would be a newly created area or a new unit coming in. Also, on the original Org. chart IT Finance & Business Support Services is not hi-lighted and appears it would be an area leaving? In summary some items are not clear. Similar items were mentioned in USC and other campus meetings. To see the recommendation of Open Access Labs, Enterprise Information systems and Instructional Media Services is to move from the Provost Office is interesting as they were once under I.T. before. I would question why they were moved out. I suspect they would work well in either area, but the constant back and forth and spending time and

resources is mind boggling. I certainly hope all the business and support staff come with these functions including property management tasks.

Centralizing highly specialized technical staff that deals with software and issues is not always the best solution. When local expertise is not trained up to deal with highly specialized problems. Operations end up contracting out to third party providers at great expense. In the end the service is not what is needed or wanted and local talent is never trained up.

I support the suggestions in the report

This may need some adjustments but too much consolidation may ruin a good thing. Departments such as chemistry have unique needs that are met by inhouse IT personnel that do an amazing job. This service allows them to quickly come to your space and quickly make needed fixes. It also allows users to have a personal relationship with the IT folks. Much of this report seems to focus on fiscal savings and that's important but one of the strengths of A&M has always been it's personal feel and this can only happen face to face.

With any consolidation effort, there is a risk that the individual needs of unique departments, agencies, divisions, etc. can fall by the wayside. In my humble opinion, part of the reason many things are currently decentralized from an IT perspective is due in part to those unique needs. Should centralization move forward, a careful approach and balance must be taken to ensure individual needs vs things everyone needs are kept in focus. The personal touch, transparency, effective communication, and a willingness to listen will be key to the successful transition to a central IT organization. I, myself, am from one of the agencies. Although we have received excellent service from DoIT in certain areas, there have been many instances in the past where only the TAMU campus proper is considered when making significant changes yet more than half the TAMUS system membership makes up the customer base for DoIT in the Brazos Valley, especially from a networking perspective.

The consolidation of Information Technology across campus is not only what many of our peer institutions who I've spoken with have already done but is fundamental to being able to create a truly World Class IT organization that offers services of absolute quality. Information Technology has an impact and reach across the spectrum as it is not only one of the infrastructural foundations of any organization but is also the vehicle and vector of some of the biggest innovations any organization comes up with. With that said, to get the most out of Information Technology for the betterment and benefit of the larger organization, Information Technology has to be "One Team"; a single well run IT organization. A single well functioning IT organization can indeed offer great services to all its diverse parts with niche needs whilst at the same time providing high quality, available, and secure enterprise platforms and services to the whole. Leadership is very important in IT and I believe with [REDACTED] at the helm we are looking at a very exciting and bright IT future for the university. Also, my personal Thanks for highlighting the importance of cybersecurity and the fact that it needs to be prioritized, in the report. TAMU is so diverse in function that we end up needing to abide by many different federal regulations where most industries only need to worry about one. All these Federal and state regulations have exact and stringent security requirements that must be met and on a continuous basis. We are also a center for wonderful innovations and partnerships that produce information and data actively being sought after millions of times a day, by malicious actors. To proactively defend against and react to these constant and ever-growing threats as well as ensure that we are 100% in compliance with some of the most stringent federal regulations in the U.S. we have built and are continuing to expand a security program with great depth and vast breadth, at every possible layer. All of that combined with our path to expanding our security innovations footprint in the field of IoT security, Data Science Security, Security in the service of research, and many other innovative areas requires proper funding and Senior executive support. As we move rapidly to becoming the absolute leader in cybersecurity, in our industry, I am happy beyond words that we will have an increased level of senior executive leadership support.

I concur with the recommendations of the study

No comments.

The complete centralization of IT is a very bad idea. I've been in IT for a long time and seen moves like this before. It always ends with degradation of support for our customers. IT is not a one stop shop. Each dept and each area has its own special needs. I complete understand and agree with the need for centralization of things such as cyber security. My program works hand in hand with TAMU IT Security on a regular bases to insure the protection of our data and customers. They mentioned Special needs by some depts such as Athletics. This is true for many areas around the university system. I work for IODP and it has very specialized needs. To move our IT support to TAMU central will



certainly cause major issues and very low quality of service. It would be impossible for Helpdesk central to help someone in IODP with a special program that was written by our developers that is used on our research vessel. What this report says to me is that the main concern is financial savings. This will probably happen. You will save money but you will lose customer service.

I am IT Staff in TAMU Health. I believe the effectiveness of the IT Support Staff depends on the specific knowledge for the various Colleges. Building personal relationships between IT Support and Campus members is greatly assisted by using specific staff stationed onsite and organized with 1st call answerers with specific knowledge of the TAMU Health colleges provides a vast improvement in customer satisfaction and relationship building. Using the same central contact number works well. We use the option #2 for the TAMU Health Campus Members. This provides the central contact, as well as specific help for our Colleges. I have seen centralization in the corporate environment that universally reduce customer satisfaction due to a loss of familiarity with a knowledgeable and 'friendly voice' with IT Support. I believe the investment in diversified staff pays dividends in focusing specific support for specific groups and teaming in smaller, more nimble support groups allows for teams to coordinate more effectively.

Centralizing IT services is a great concern because typically the more centralized operations get, the lower quality of service customers (departments) get. Departmental IT projects, which are already consolidated within the Division, will be added to an even longer prioritized project lists if further centralized to TAMU IT. As an auxiliary, Residence Life is directly competing with off-campus housing options that students have which require us to quickly evolve and change to compete. Being told that we have to wait in line for our RFC (Request For Change) to kick start, or placed far in the future on a roadmap, puts our department in a precarious position where it's harder to compete and harder to implement important system updates that affect business processes. Also.....we're hearing rumors that AWL (Alternate Work Location) or "working from home" will be going away. Although this makes sense for many positions, IT in particular is work that can very effectively be done working remotely. This has been proven in the last almost 2yrs of Covid restrictions....and even before Covid, this was a common practice in many institutions particularly for IT. Instead, I would suggest making working from home even more accessible for IT personnel to keep hard to find skills on campus to service our customers like they deserve.

Information Technology can definitely use some improvement in terms of efficiency, however my concern is that grouping everyone together is going to cause some of the same problems that were described in the report regarding the Provost Office. To quote the report "Through previous TAMU administrations, the Office of the Provost has increased in scope and function, making it a large and complex unit with competing priorities. A reoccurring theme from the surveys and interviews is that the current Office of the Provost is too large and that several individual areas need attention to better serve faculty, staff, and students." My concern is that a giant IT group will start to see some of these same issues and be too general and less able to serve specific departments with specific needs.

Many of the points made here have already begun but will take quite a while to complete. Any attempt to consolidate IT take time to do it right and allow for the adjustments for each situation. We should be very careful when broadening the functions of the Division of Information Technology and verify that we have appropriate staffing before we consolidate from other colleges and divisions. Also, if we are going to consolidate we should not exclude AgriLife and Engineering. The pairing with their respective agencies actually does a disservice to the college. There is a mismatch for actual funding from the university to those colleges because many staff do not actually work for TAMU. The services provided by all the colleges should be considered during consolidation, no exceptions.

Recommendation 1 sounds great the problem is the the incredibly diverse needs of various departments. I will use Geology for a fairly simple example. The base college is similar to many other colleges with the needs of professors and students. The problem there is that the IODP Department is Internationally connected and has a Ship with computers on it that travels the globe and even is in places where there is no connectivity to normal satellite communications. If you are going to merge IT then you HAVE to have people that go and learn the special needs of their customers. Some are incredibly specific. Attempts to "Shoe Horn" every department into a single box will give a Round Peg Square Hole scenario.

As a new employee, I'm really impressed with the way how our Division of IT is performing. I don't see any areas that needs improvement.

I fully support the recommendation to consolidate TAMU IT services and people to the extent possible. When correctly implemented, this proven framework achieves economies of scale through centralization of common network enterprise services; improves service delivery to faculty, researchers and students; promotes tighter security through

consistency and reduced IT complexity; gives our people greater opportunity for professional development, collaboration and promotion; provides better disaster recovery and continuity of operations capability; and is in lockstep with industry and government best practices. It's absolutely the right thing to do.

The need for some centralization is understandable. However, being responsive to the unique requirements of users/clients is of utmost importance. The balance will be important to prevent near-term resistance and the return of decentralization.

Consolidation with attrition rather than layoffs is good. One thing I didn't see was communications. Email is being consolidated to exchange 365 but we still have too many chat engines. We need to purge all chat options but one and rid any shadow IT chats. I favor Teams but whatever we use should be what we all use.

The decentralized landscape of IT across campus has led to many inefficiencies. There are too many IT admins performing the same daily tasks and actions. We need to move beyond managing it like pets and manage them like cattle. I look forward to the future opportunities that this consolidation brings.

Centralization of IT as described in the report may not be feasible for efficient functioning of IT services. Some services may be centralized like maintenance of IT equipment, network, university web sites and services, IT security, etc. However, services like systems administration, IT support, web services and applications development are required separately by the departments depending on their needs.

Centralization to end the IT service and security inequities that exists between colleges (and sometimes departments) is a step in right direction and will be good for university as a whole. However, that would only address surface issues and any meaningful reforms must include core IT service reforms. Lastly those areas where true, measurable excellence has been achieved should be used as the example for moving forward demonstrating performance is recognized and rewarded.

The suggestions regarding IT across the university are well thought out and overdue for a university of our size. If implemented properly, they will provide significant benefit to campus stakeholders.

I have enjoyed working for the Division of Information Technology and I hope that whatever change is taking place will be beneficial to our current employees and new ones.

The decision several years ago to consolidate all of Academic Affairs IT under one Provost IT has created overworked and slow responses from IT, when dynamic responses are necessary. Please don't misunderstand, the staff in the Provost IT Office are fantastic, but there are not enough of them to get the work done. Will this plan just make things worse?

This is the division I am in. This division is also hit with a lot of changes, like the Provost office. [REDACTED], I encourage us to not shy away from these changes. It will be hard and require insanely good communication well before, during, and after the execution of the changes. But in the end we will have a much better and agile operation, one better able to take our university into the future.

I think it will give staff greater opportunity for promotions and career ladders and improve service to the campus in the long run.

Do NOT consolidate everyone into a central IT office. Each and every college is very unique with very different needs with different solutions. For faculty, who already have a major distrust and disliking to IT, they need the college level IT to make sure that their needs are met in a timely manner. There are many problems within Division of IT that need to be fixed that will help with most if not all of the problems faced within IT. This report did not properly identify the issues within IT. They stated that not having a centralized IT was hurting us, but we do; Division of IT. What we do not have is the centralized IT office that works well internally. We need to fix the issues that are within Division of IT.

As a controls technician, I know our systems and how they communicate. The problem with TAMU-IT is they want to put in place cooperative IT solutions to a non-cooperative IT problem. They will end up handcuffing our systems to a point where we should just go back to the golden days of pneumatics.

I agree with the proposed restructuring. Great idea, this would help a lot.

I am sure, on paper, that it looks like a good idea to decentralize services and to combine into one area. However, as an employee, I strongly oppose this decision. Any time, every time, services are removed from a department/area and put into one centralized area, the services to the employee are hindered and ineffective. With this approach, the employee becomes just a number instead of the more personal approach within the department/area/division. I would expect this approach to be implemented when cost-savings is the driving, perhaps only, focus.

One Help Desk sounds good in theory. We have tested this very theory at TAMU Health over the last 2.5 years with very

mixed results. Students have enjoyed using HDC for 24/7 access. However, faculty and staff were highly dissatisfied with the level of service, turnaround times/SLAs, and lack of expertise on TAMU Health systems and software. We just went back to direct contact with local technicians. Please don't undo the progress we just made with a return to localized support.

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I'd like for Texas A&M Health - IT dept to be merged with TAMU's IT so that our lives can be a lot easier. IT needs to get

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Please do what you need to do here to improve IT.

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In THEORY this makes sense, but I don't know if it means it would now actually take 12 weeks to get a laptop ordered from IT rather than 6 weeks, because of the sheer size. I think that IT has really been understaffed, so the complaints about service probably relate to a lack of resources, rather than actual unqualified people.

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Similarly, our access to current technology has been greatly enhanced by having an IT unit more or less dedicated to our division. Our previous experiences in this area were very hit-or-miss, and it has been a big help to our operation to have attentive and expert help close at hand. Losing this will set us back in the technology area, which will be unfortunate, since we rely so heavily on technology for efficiency.

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IT has been an issue at my center, due to it falling under 2 different agencies. If we could have a single POC for the entire center, regardless of affiliation (department, agency or even college) that would be a phenomenal step in the right direction. We would also need someone to be more involved. I have noticed that since so much is done individually, through the departments, we rarely see an IT person on site, and it may take me awhile to actually get someone here when we need them.

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Centralizing again has nothing to do with efficiency.

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Information technology went through several audits and reviews over the past few years like Deloitte, PwC and even goes through internal and system audits frequently. I have also seen recommendations from these audits implemented by the leadership with changes seen towards centralizing IT. I believe the MGT report has similar findings as prior audit/reviews and changes should be made considering these audits as baseline instead of just relying on the current MGT report. This would perhaps clarify why we still have similar recommendations, even after making changes for moving towards centralized IT. Lastly, along with prioritizing Cyber-security, we should also prioritize and emphasize Cloud services as part of Aggie Cloud initiative.

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I believe that IT is no longer just about managing servers and developing applications, rather it is about building and maintaining relationships with our customers in order to stay or become "strategic partners" instead of just "order takers", thus allowing IT to deliver real value, FASTER. When researching IT consolidation years ago, there were two starting points, either fully decentralized or fully centralized. One research study reported that there are pros and cons to both and that ANY organization that attempted to drive towards one or the other ultimately failed to achieve an optimal outcome. Ultimately those organizations drifted towards the center. The recommended solution was to have a centralized reporting structure but maintain significant IT at a mid-organizational level, striking a balance between organizational efficiency and meeting customer needs. Basically, keep the majority of IT close enough to the customer to maintain healthy relationships and provide optimal value to the customer but still maintain high level organizational alignment and gain IT efficiency through common practices and reporting. Ultimately, I believe there is incredible opportunity through IT consolidation at TAMU if we structure IT in a balanced way AND are intentional with our organizational change management, which would greatly reduce the potential negative impact to IT staff and the customers we support.

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Centralizing IT always sounds good, but I am afraid that so many areas have those special needs that are going to get overlooked when they lose their primary IT group.

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Business Office administrators and department assistants are having to assume responsibility when centralized IT cannot get there fast enough. So, that is a lot of ITing for people who do not know IT.

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Several departments have unique needs specific to the tasks the departments carry out. Applying university-wide "solutions" to all departments can easily force working systems to be abandoned in order to comply with new university requirements. Centralizing "information technology" can lead to improved efficiency to the extent that departments find it helpful, but information technology should be offered as a service to departments rather than a bringing mandates to departments.

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I have not had the best of service with central IT so I again centralizing these services can only make this system worst. I

hope certain entities that are doing a great job will be studied and their practices are adapted.

Having IT personnel on hand for incase of problem allows for quicker response and fast turn around. If these people were pulled from the colleges then in the event of needing assistance they would either have farther to travel causing staff and faculty to have longer wait times for the problem to be fixed. Having standard policies and procedure in place and regular refreshers to insure everyone is handling problems the same is beneficial. I have had the problem of contacting my college's IT staff for me to be told they could not help as the problem was something only Central Campus IT could fix and then being told different by Central IT. Issues like this could be avoided with proper training and campus policies but removing IT from the different Colleges coul

Greater accessibility and commitment to WCAG.

NA

I am placing this under IT, but it applies to all the centralization efforts - I think centralization is a good idea, but I do not think it should come at the expense of staff jobs. Anyone who is no longer needed in their current role should be transferred to a similar role where they are needed. I do not think it will be good if this becomes a massive reduction in force (RIF).

I agree that it is a common problem for staff to not know where to turn for help on different technologies or technological processes. A single place would definitely help ease staff frustration and be more efficient. However, the current Help Desk at TAMU is so focused on numbers (their statistics for how long tickets are open and how many tickets are open for a specific group) that I often feel that they are rushed to close tickets, give responses that are not accurate or are too vague, and leave their primary interactions up to their student employees who do not appear to be trained well. I worry that if departmental IT were to merge with the University IT, it would be a quicker path to frustration for many staff and faculty. So while I support the merge, it needs to be accomplished with confident leadership, transparency in efforts and responsibilities, and specific training for each team/group. As it stands today, I do not feel that we can continue to rely on student employees to manage our IT tickets alone since they do not seem adequately trained and they seem to have a high turnover rate.

Enterprise Information Systems-Accounts Receivable (EIS-AR) plays an important role with Tax Compliance and Reporting (TCR), a unit within University Accounting Services Division of Finance, to ensure that mandated tax reporting requirements are met for Texas A&M University, Texas A&M University – Galveston, and Texas A&M Health Sciences. The student system used is Banner by Ellucian, branded “Compass” for the three university entities. EIS-AR provides expertise in developing custom programs, reports, and processes for Compass to assist TCR to ensure the university remains in compliance with the IRS to avoid fines and penalties. There are three main tax areas related to the student data in Compass: 1. IRS Form 1098-T Tuition Statement Each year 80,000 plus 1098-T Tuition Statements are produced for Current and Former Students of the University. These are used by the taxpayers when preparing their annual Federal Income Tax returns - 1098-T form - 1098-T supplemental information for the student - 1098-T delivery method - Solicitation of federal tax identification numbers. EIS’s customized solicitation program through the student portal, in collaboration with the Registrar’s office. - Interpret, install and test Ellucian-delivered enhancements and fixes to Compass 2. IRS Grad tuition assistance Tuition adjustments for certain students are taxable above a certain amount. EIS-AR provides the Compass data for TCR to make payroll tax adjustments for the affected students. 3. IRS 1042-S Foreign Person's U.S. Source Income Subject to Withholding Certain payments on student accounts are taxable. EIS-AR provides the Compass demographic and billing data for TCR to calculate withholding tax as applicable. Where there is withholding tax, EIS-AR also provides the mechanism for posting the tax adjustments to the student Compass accounts weekly. EIS-AR’s team of business analysts and developers are essential to TCR’s successful completion of tax services. Their subject-matter and technical expertise, as well as institutional-knowledge contribute to continually improved processes. EIS-AR leverages their relationship with other student information areas to the betterment of tax processes. It is important that EIS-AR remains its own department or can continue to provide their services to their current and future customers of the university.

This was proposed many years ago and is way overdue.

Please note that the Qatar campus has a different work week and is 8-9 hours ahead of College Station. If services are centralized in CS, there need to be people available during the TAMUQ work hours for support. This does not mean that people on the ground in Qatar can or should not report to their respective areas in CS. Many transactional

activities can be done in CS at a lesser cost than having an employee located in Qatar. There are several positions located in CS now that support the Qatar campus with transactional types of things. The Qatar campus has some of its own IT infrastructure and hardware to maintain in Qatar.

I am sharing my thoughts from the perspective of an IT manager within a college. Recommendation #1. Centralize all IT While there are some IT services that could be better integrated across campus, I believe a blanket consolidation is a poor idea. Even some services that appear to be ripe for consolidation such as Active Directory, DHCP, or SCCM bog down when trying to deal with the scale involved as well the wide diversity of specialized needs across campus. While there are certainly redundancies in IT across campus and I can't speak to every IT group, I believe the decentralized approach allows for the greater flexibility needed in academia. For example, we operate a small VPN server to handle the specific routing and security needs of a particular program. While the special configurations needed might be possible using the campus VPN, having to add the multiple versions of special configurations for small groups of people would add unneeded complexities to the campus implementation. There are many such necessary but unique solutions in place in various departments, colleges, and research labs across campus. Requiring that a central group be fully aware of each specific need as well the ongoing, regular contact needed with the faculty, staff, and students involved would add inefficiencies and more likely to lead to errors. Another example along similar lines is that of software support. Each college will have unique needs due to various accreditation and credentialing bodies. At the local level we are able to get to know those needs and work closely with the academic and administrative groups to assist with the development of specialized software. This specialized systems are dependent on working with these groups for many years. The ongoing support provided for these systems is also greatly aided by the personal knowledge of the people and processes. None of these advantages are likely to be replicated by a centralized group attempting to support all such systems across campus. I would prefer a more measured approach. One where particular common services are identified and then reviewed to determine if and how consolidation might occur. Continued consolidation needs to be done carefully to avoid sacrificing flexibility for the sake of pure efficiency. Recommendation #2. Consolidate to a single help desk, ticketing system. This one follows from Recommendation #1. Any consolidated service would necessarily need to move to the central help desk. However, for services where IT staff work directly with the end users requiring the extra step of going through central IT adds an unnecessary layer of bureaucracy. Our local system is shared by IT, Finance, and Communication and provides a good working relationship between the groups. For the services that require central IT involvement, we are then able to either point people toward DIT or assist with those communications. Not having people locally to provide direct assistance would be a great loss. Recommendation #3. Prioritize Cybersecurity This one is already in progress across campus. IT Security has long been a priority in our group. However, at the local level our ISO can use the knowledge of the situation to more efficiently evaluate the risks associated in each case rather than relying on a centralized evaluation for each non-standard situation. Recommendation #4. Utilize Project Managers I agree with this one. We use a project manager for more complex projects (albeit, not a full-time PM) and modified project management for smaller ones. It is essential that large complex projects be well-managed.

Every time a "new" IT department/office/unit/whatever is created, we end up with another sign on. THAT is what should be centralized. We used to be able to email or call local IT for help. Now there are so many hoops to jump through and too many

Centralization has already started to fail. Each departments IT needs are different. When we had one IT person, they knew the needs of each lab. They knew the tech set up and they did all updates on computers, helped with purchasing and database storage. All as part of their job. The new system doesn't have anyone to help with and who knows each lab and their needs. Now people like me in middle management are also expected to manage and know the IT needs of our labs. We are not trained in IT, yet are now expected to take on this role. I used to be able to ask our IT person what to purchase, now I have to be able to make these decisions and purchase them through TechBuy. Also, everything that used to be free (in that our overhead covered it) we are having to pay for (Database management and storage). We are not a one size fits all IT, each department and each lab within each department has different needs and we need IT people who understand our systems.

When our department IT was pulled into the Division IT the greatest challenge was the loss of business knowledge and the loss of priority. Our housing system is integral to our operation, it handles assignments, communications, applications and billing as an auxiliary it is not a choice to not have it up and running and updated in a timely fashion. The livelihood of the department depends on it. Having IT moved one more step away will just make the loss of business knowledge even more challenging.

Fundamentally I agree with all of the items related to centralization. One ITSM system and one process/document automation system would reduce cost and increase efficiency across all departments. From a personnel point of view, not sure I see the logic for not including Engineering and Ag. I do see where QATAR might have an argument for de-centralization

If these movements occur, please do not make these changes through Reduction In Force then having people reapply to the newly centralized positions. We have seen this in the past and it has caused severe consequences, to include but not limited to: loss in trust between employee and employer; poor mental and physical health of not only RIF'ed employees but the supervisors who had to inform the employees; low morale; and overall bad reputation. It would be nice to have one ticket system, however, it is already difficult to get IT help when we need it. Most IT issues are things that we need within an hour or less. This cannot occur if IT is housed in a different building or if they say we must turn in a ticket and wait. There should be dedicated IT staff that their entire job is to do spur of the moment help.

I am concerned about centralizing IT services (p. 74) so much that my department does not get the timely and effective service I am currently accustomed to my Division's IT staff knowing my department's business functions and systems. When I call or submit a ticket, they resolve the issue and provide the support I need for larger projects (choosing/development platforms, computer replacement needs, etc.). One centralized help desk does not seem to be able to provide that level of service to all units across campus. I would appreciate some centralization and cost savings on software platforms that are used across divisions and colleges, rather than a charge to units to recoup the cost. I'm supportive of having more trained project managers. One of the advantages in my Division is that our project managers can also see the connections and similarities within our Division to maximize effectiveness across the Division, not just for one department.

IT support at TAMU does need a major review and overhaul. The existing support provided by the Division of Information Technology (DIVIT), has a reputation for being largely inefficient, unreliable, and unresponsive. The only reliable IT support on campus are the local departmental IT staff. There needs to be more support for the local departmental staff to increase the end-user satisfaction and their productivity. Having IT in charge of IT has led to bloat and massive projects that are not in line with the core missions of the university.

#1 – consolidate IT across campus It makes perfect sense that we should all have access to the same networks, software programs and resources regardless of which department we work for. #2 – establish university-wide help desk and ticketing system This sounds great with the expectation that service be provided promptly regardless of where we are located on campus. Re-evaluate the budget/business processes of the IT organization. We pay an incredible amount for IT support through TAMIT which is why I suspect many departments have hired their own staff instead. There has to be a better way than charging everyone a premium for these essential services.

As a [REDACTED] for a large University-level organization ([REDACTED]) I appreciate how different units have unique IT needs. Many things, like email, SSO, and document sharing, make sense to consolidate. On the other hand, specific requirements, like geospatial software, digital repositories, parking and transport management, or discipline-specific experimental software require close collaboration between faculty/administration and dedicated IT support staff. In the event that these embedded IT services become consolidated, I foresee that in order to approximate the current level of service, the new IT department would have to recapitulate the existing organizational structure, with specialized staff for different departments. This could complicate lines of reporting and customer relations.

I am not 100% sold on the new org structure for IT, I think it misses some opportunities. (PMO would be great) Platform support vs groups support vs college support vs IT services vs Technical Services seems like a lot of overlap and does not address finding 2.

Taking away the IT from colleges, where in our college it is centralized among our department with one main reporting unit and a ticket system, how will a centralized help for the whole university, I for see them having students workers who will not be able to service the need that each individual department will need, or even research labs.

Centralization of Information Technology is not in the best interest of departments. As departments are in constant need of IT support through email issues and classroom technology needs, it is highly imperative that IT staff are readily available in any department to ensure quick solutions to their issues.

Information Technology is Vital to our world now, think about how significant it is when your computer, or internet is down. All work comes to a stop. The effectiveness of support needs to be a top priority, and should be protected. A full consolidation of IT would be an absolute mistake. This would make all IT personnel division of IT, an organization on campus that has a notoriously bad reputation for response times, and being understaffed. This would ultimately also

lead to a significant loss of institutional knowledge that is vital in providing the various departments across campus with quality support. There are significant differences in the IT needs of College of Science VS the College of Education for example. The plan in the MGT report also calls for a reduction of staff, which would place an amazing amount of strain on an already understaffed section of staff at this university, further eroding the level of support we can offer our end users. The MGT report uses two institutions to justify their finding that are not among their listed "peer institutions." Texas A&M is not a small organization, and therefore cannot be properly compared to smaller institutions with fewer IT needs. This same article lists as a positive that they doubled the workload of each individual IT support employee by increasing the ration from 250 to 1 to 500 to 1, technician to end user ratio. Efficiency can only take an origination so far. Doubling the ratio in the end will always lead to longer response times, and reduction of effectiveness of your IT staff. This will also lead to an overworked staff, and retention problems. The centralization of an ticketing system is a good idea, with that you can gain much needed data, and base your decisions on that data that is relevant, and not conjecture.

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N/A

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It Liasons are not employed by the IT dept. Hard to get specialized help with IT in general, whether that be for division/famis/main level. First line of contacts are hardly able to give you assistance even with previous tickets to reference, don't know staff in their areas, don't know tamu systems and software, etc. Long wait times, ineffective.

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I disagree with centralizing IT, as departmental relationships make it possible for IT staff to have time to address many problems in a timely manner.

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For the love of god, PLEASE get rid of [REDACTED]. Abysmal turn around times, inability to actually support our staff when we need it, and half of the time they need to request Main IT to assist anyway. It shouldn't take MONTHS to receive a response about issues that prevent us from doing our day-to-day jobs.

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Although there are benefits to centralized services, I feel like institutional and historical knowledge is lost if departments are put into a queue for the first available person to handle. It is more effective if some level of coordination remains within the units as well.

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I believe consolidating a large portion of Information Technology across the campus is a good idea, but I hope this change will increase service levels. I am under [REDACTED] and the turn-around time for a service call is horrible. Prior to coming to Texas A&M, I worked in technical/software support for almost 25 years, so I'm very customer service-oriented. I am having difficulty understanding why it takes so long to get a response when I log a ticket to IT. When your employees have computer and software issues, it affects their ability to do their job efficiently.

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Similar to my comments regarding human resources, centralizing IT could be problematic depending on how such a thing is implemented. The library is very dependent on our local IT in handling library-specific software and questions. Merging them into the larger IT could create delays and inefficiencies. Further, as with human resources, it becomes very impersonal.

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Consolidation of IT resources across the university has been a long time coming. It makes sense on multiple levels to consolidate the duplication of IT staff resources within each dept./college under one central organization. With that being said, how the university gets there is the bigger question, which is mainly unknown (other than the restructuring of the IT organization chart). My main concern regarding this topic is after consolidation, will there need to be additional reduction in IT staff, other than what was mentioned in the report of those near/at retirement being phased out. If there is a need for additional reduction in force, I would hope that this process would be communicated appropriately and in an advanced manner to all.

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Absolutely not. Centralization of IT is the WORST idea. I have seen this first hand and IT is broken x 10. IT folks need to be more decentralized and wrapped into department staffs. We have a "Centralized" college IT system in the department I work for and the inefficiencies are to numerous to count. Storerooms full of old and unused computers/monitors/printers that the DEPARTMENT has to account for on the inventory process. When you prod them to get rid of it through surplus - they have no incentive to do so because they work for the college. When a distinguished professor needs her computer fixed - she is told to put in a ticket and get in line. A department level IT person would drop what they are doing and go fix her computer. Another recent example of how centralization is horrible. A number of our faculty teach in classrooms away from main campus...IMS tells them to call the West Campus IMS office if anything goes wrong IT wise. So when a faculty is lecturing in a large classroom and the batteries go out in the microphone - they stop class, call West Campus IMS and then 20 minutes later someone shows up with 3 x AA batteries. This happens almost on a weekly basis

Contrary to the finding mentioned in the report, I find that most staff I work with know whom to call for IT problems and know their IT support people. Localized IT support is usually responsive in a more timely manner than more centralized IT functions. A theme of this report seems to be that centralization of functions is always better and more 'efficient'. In an organization as large as TAMU, there are many reasons why decentralized services may serve students, faculty, and staff better.

**Recommendation #1** I would like to express my strong objection to this recommendation. My reservations are rooted in my personal experiences both here at Texas A&M as well as at other universities I have worked at. Though at a glance it may appear that there is redundancy across IT at the university, I assure you that in many, if not most of the embedded IT units there is domain-specific expertise that would be very difficult to cultivate from a centralized organizational standpoint. This is certainly the case for my own unit, Digital Initiatives, within the Libraries. The applications which are developed, maintained, and deployed by Digital Initiatives are simultaneously foundational to the operations of the Library and requiring of a high degree of domain expertise. In the past, I have worked at institutions of higher learning which had a more centralized model for organizing their IT. I found that structure to be highly inefficient for the following reasons. Firstly, the chain of command and communication was so long, and the priorities of those at either end of the chain were so disparate, that the turnaround time for any meaningful action or decision was obscenely slow. Secondly, it was very difficult to cultivate institutional expertise for all of the various domains which IT was asked to support. The result of this was that each technician was constantly having to relearn and reorient themselves with the needs of customers. When moving to Texas A&M I immediately noted the difference in the structure of information technology. I was surprised and delighted that I was able to work so closely with the users of my application. I can attest that the speed and efficiency of the team I work with currently far exceeds anything that I experienced previously under a more centralized organizational structure. I urge the university to disregard this recommendation as I feel strongly that it will work to the detriment of IT at Texas A&M.

If the current Help Desk is any indication of how this will work, this is going to be a nightmare. Our departmental IT staff were recently moved under the College IT and already the decrease in response time has been tremendous. We need people on hand to handle emergency problems. We may as well go home when the servers go down because no one is getting any work done anyway.

Centralizing Information Technology will decrease the efficiency of provision of services and how quickly issues are handled. A centralized Help Desk as described in the report will negatively impact the perception of efficiency because low staffing and high need by design do not create efficiencies in providing services and solving problems. Additionally, the University Libraries use information technology unique to the Libraries and, consequently, need an IT department with expertise in those programs and technologies.

Would consolidation of Information Technology be similar to what we see with the current Help Desk? While the Help Desk provides services for everyone on campus, many times if you are needing assistance you are helped by a student employee that does not always have an answer or access to information needed. For that reason, you are then passed off to someone else, or even sometimes given inaccurate information. The current structure of IT allows us access to in person help should there be an issue, anytime we need it. Why do the money makers of this university (Athletics, ENGR, AG, etc.) seem to not really be impacted by this?

With the consolidation of IT services Colleges, Departments and Units will lose a specialized knowledge of a wide range of special built systems and projects.

For the centralization of IT, I would like to see this implemented in a way that does not sacrifice the response time of IT Professionals. It can be very detrimental to operations when even one person has an issue with their computer. It is important that IT still be able to respond to individual issues quickly.

I fully support recommendation #1. Asset control should also be managed by IT personnel on behalf of departments. I support recommendation #2. It's never clear to me when I call my local IT guy and when I am supposed to call the main help desk. One place to go would be super convenient, especially if my IT helper knew my department and who I am in the organization. Everybody supports recommendation #3, thank you kindly. Recommendation #4 bears a bit more context. Our local IT group has killed us with the Project Management paperwork for every single little thing. Then when we moved servers to main IT, they've dusted their hands of us and no longer require the project mgmt software/documentation and no longer send a project manager to the meetings. The enforcement of the "requirement to use project management tools/documentation" isn't applied consistently and I definitely think that we need project managers as a role on this campus, and they should service projects that are IT but also those that are not IT-related.



We need a dedicated group of professionals to help us do this and to teach us how to do this a bit for ourselves with smaller efforts that still need to be managed. One thing project management should NOT be is a burden for the participants and something that kills us with paperwork! We also need a way to hold project managers accountable when things are not proceeding due to their actions or inattention. A good method for consistent feedback about how the project is being managed that take place throughout the project would be a good way to measure effectiveness and quickly identify things that may need coaching, advocacy, or require additional resources.

IT consolidation has been tried before. I'm all for a centralized plan for IT, but it \*has\* to be handled properly. Additionally, there will be some areas that cannot be centralized effectively. I do love the idea of centralized offerings system/campus-wide services. I believe that TAMU as a whole can benefit from centralizing core offerings. However, I'm worried about implementation and "bloat" of IT as a division. The organization and the services offered must be robust, proactive, responsive, and flexible.

I've struggled with Wifi in different buildings, and it would be great to have a single network across all colleges and areas.

Recommendation #1: Consolidate Information Technology across campus.--I remember when we used to have IT people in our department. Most issues were resolved in a timely manner. Then, IT was moved from our department and centralized to the College of Liberal Arts. There were a lot of hiccups during this process, and while there have certainly been some improvements, it is still not ideal when there is a problem that needs to be dealt with immediately (e.g., a computer fails in a classroom during a class, I can't log into my computer to do my job, etc.). I worry that centralizing IT will mean there will not be a way to address these critical issues in a timely manner, and that classes of students will suffer as a result. Additionally, valuable time will be lost for staff and faculty.

Similar to HR, HSC IT is also still a "step child" in support. Recently, I needed access to a COM central business email. HSC IT could only do a piece of the access I needed, then TAMU IT had to finish it. This took 3 days. I was trying to cover for someone on vacation for a week, so this was an unacceptable delay 3 days into the vacation period.

Recommendation #1 Consolidate Information Technology Across Campus P.72 • In consolidating Information Technology, how will departments help set priorities to have their IT needs met. Philosophically, should IT set the business practices for the departments based on available tools or should IT help accommodate the department's business needs. If there is a gap, who is responsible for finding and funding the closing of the gap? • What will become of long-term projects that are currently underway in the IT area of the Division of Student Affairs?

Agree with everything suggested here.

I am afraid that centralizing IT will create longer wait times for assistance needed when computers and other forms of technology are not working properly. This in turn will slow down performance and staff morale.

There appear to be efficiencies gained in some centralization here. My concern is over units who have highly specialized technical needs such as the utilities power plant operations.

I support these recommendations.

Much of any institution's success is the "invisible" work that is done. If it is done well, it is often hardly noticed, and only its absence or poor performance makes it visible. This is especially true for administrative support. As re-structuring is considered, shedding light on some of the invisible work will be helpful. I am particularly concerned that the realignment of Enterprise Information Systems (EIS) to IT may result in reorganization that will negatively impact the important services they provide. As you know, EIS is responsible for running, maintaining, upgrading and customizing the student system for Texas A&M, Texas A&M Galveston and Texas A&M Health Science Center. The backbone of the system is the Banner product by Ellucian, branded "Compass" when it went live in 2009. EIS has four main data types, which "belong" to four home departments: Admissions, Records, Financial Aid, and Accounts Receivable. EIS's work is not only to keep Banner and its many related applications running smoothly, but to help end users (departments and people) get what they need to get their jobs done. EIS typically has teams of business analysts and developers for each of the home departments. I have worked in and with TAMU student AR since before Compass replaced SIMS. This team set up has been most effective for AR in particular. In my view, EIS-AR has four main internal customers: Student Business Services (SBS - the bursar), and the University Accounting Services (UAS) units Student Accounting Services (SAS), Banking, and Tax and Compliance. [REDACTED] and we depend mightily on the reports and processes that EIS-AR develops, maintains and updates for us. EIS-AR business analysts are instrumental in translating our stated needs into working requirements because they have accounting experience and a good understanding of our myriad business

processes. EIS-AR developers are also familiar with our business processes, but their expertise is technical, not accounting. They find innovative solutions to difficult and often urgent situations. As a team EIS-AR helps us process transactions in the student system (for example, banking has to meet the differing escheatment requirements for all 50 states), create financial data feeds to the finance system, put holds on student refunds if the student is in arrears with a state of Texas agency, provide demographic and financial data for state and federal reporting, provide financial transaction files for reconciling to the accounting system of record, provide and data and/or tax forms. This is but a small sampling of what the EIS-AR team does for UAS. SBS's needs are far larger, and I can assure you that the EIS-AR team is critical to meeting the needs of our students as well as internal and external entities. All of this to say: As you consider where EIS will be in the reporting structure, and how EIS itself will be structured, please be aware that our three institutions, TAMU, TAMUG and TAMUHSC, are extremely fortunate to have the kind of support that we get from EIS. This is no shortage of new work for EIS-AR, and what they do for us is essential to our success. EIS-AR may be "invisible" to the universities at large, yet their contribution is necessary and significant. I have put this same comment under both the Provost and IT, since it is proposed that EIS move from the Provost to IT.

Howdy! I love working for Texas A&M University!

I loved my customers, and they loved me. This made it hard for me to make that decision to leave. I then established myself at CoALS, and under AgriLife Research, following a consolidation of IT services, I was RIF'd and forced to reapply for a position at a salary cut. Once again, I was faced with a difficult decision to leave CoALS last month because of organizational uncertainty and my feelings that I was not being valued at the time. I later discovered that I was valued, and I was offered an opportunity to stay but I had already accepted a position with the Division of Student Affairs IT and was due to report the following week the report was published. Now, I'm in a new organization facing the same fear and concern that I will be RIF'd and not have opportunities to advance and move up. All I want to do is to provide exceptional customer service and support to all faculty, staff, and students. I've been recognized many times for my selfless commitment to customer service to do just that for my customers. I really don't want to be forced to leave the university. I've established so many wonderful relationships with faculty and staff over the 6 years I've been here.

We have assembled a gifted and dedicated IT group at the International Ocean Discovery Program (IODP), the \$351M award to TAMU from the National Science Foundation (NSF) to operate and manage the research vessel, JOIDES Resolution. Our IT staffing levels and expertise have been honed over the years to provide excellent communications, computing, network, and database facilities on ship and shore operating one NSF's elite large facilities for the US and international science community. There are unique support requirements of operating a global research drilling vessel 24 hours a day, 7 days a week and maintaining the service levels and performance expected by NSF and the science community. Consequently, it is critical that the IT staff currently employed at IODP be embedded and fully dedicated to supporting the IODP mission. Moreover, to ensure 100% focus and clarity on the mission, these staff should remain under the direct reporting chain to the IODP PI. We are eager to discuss these concerns in any further study or with implementation teams, as appropriate.

I reiterate my comments above about my concerns with consolidation.

Consolidation of IT personnel into a single organizational structure can easily have the adverse effect of sorting personnel into functional silos. While this produces teams of specialists, it limits career advancement between functional areas, in spite of providing a larger organizational chart that in theory makes upward career paths available. When employees, especially the most talented employees, have limited options for advancement, they often tend to go elsewhere. It should be noted that the two citations provided in support of IT consolidation are four (original publication) and six years old. "There is not centralized university-wide technology support." This is incorrect. There is centralized support for common infrastructure items and resources, such as network connectivity, cloud-based apps & storage and email services. Beyond that, units generally have unique needs supported by "embedded" IT personnel. In my environment, users do know who their IT support contact is and understand that they may be redirected to centralized IT for higher tier support of shared resources. There are opportunities for improving Help Desk services, but they lie far more in training than in consolidation. It is not uncommon for issues to be placed in an incorrect support queue, due in large part to the University Help Desk phone number almost always being answered by a student with little training and understanding of the often complex issues reported. Calls are most often sent to specific support groups rather than being handled directly by the individuals answering the phone, making follow-up surveys little more

than confirmation of whether a ticket was properly queued. Significantly expanding the list of queues available as ticket destinations can only complicate the call takers' role and introduce new delays to the process. An extraordinary opportunity for cost saving within IT is entirely absent from the report recommendations: centralized hardware purchasing under master contracts. There are substantial savings to be had by giving vendors a single point of contact and in turn giving campus entities the benefit of high volume pricing for computers and associated peripheral devices. One line in Appendix 2 mentions bulk software licensing, but otherwise ignores this opportunity.

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My only experience at Texas A&M with a 'centralized approach' is the big Texas A&M IT department. The Division of Student Affairs' (DoIT) is exception in terms of response time, and assistance. I am always frustrated when my issue is a 'Big IT' problem. They are not helpful, it takes weeks for things to be resolved, and I fear an additional road block and lack of solutions in IT if Student Affairs loses DoIT.

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While there are some IT services that could be better integrated across campus, I believe a blanket consolidation is a poor idea. Even some services that appear to be ripe for consolidation such as Active Directory, DHCP, or SCCM bog down when trying to deal with the scale involved as well the wide diversity of specialized needs across campus.

Recommendation #1. Consolidate IT across campus While there are certainly redundancies in IT across campus and I can't speak to every IT group, I believe the decentralized approach allows for the greater flexibility needed in academia. For example, we operate a small VPN server to handle the specific routing and security needs of a particular program. While the special configurations needed might be possible using the campus VPN, having to add the multiple versions of special configurations for small groups of people would add unneeded complexities to the campus implementation. There are many such necessary but unique solutions in place in various departments, colleges, and research labs across campus. Requiring that a central group be fully aware of each specific need as well the ongoing, regular contact needed with the faculty, staff, and students involved would add inefficiencies and more likely to lead to errors. To Be Continued

...

I'm not against a central consolidation effort for IT. I agree that inconsistencies across the campus community exist, and redundancies are evident, policies are interpreted within broad margins, service models differ widely and we are likely to be at increased I.T. risks as a result of all of this. TAMU can definitely benefit through consolidation and centralization models. BUT - continuing to offer direct support in units/departments is CRITICAL to the Institution's success. WE MUST maintain local, departmental I.T. professionals to STAFF mission critical departments. Failure to recognize this critical need will result in catastrophic Institutional failure.

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I completely understand the need to ensure security of our systems and fully support consolidation if this is what it takes to get it. Having experienced the consolidation of my department IT support into the Division of Student Affairs IT I am concerned that we will experience further decrease in responsiveness to IT issues that impact our ability to serve students. I am hopeful that a model that allows IT staff to learn the unique needs of various departments will be implemented. In the 10 years since we fully consolidated under DSA IT, we have never consistently had someone who understood our business and the unique nature of healthcare IT needs.

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No feedback to offer other than I am thankful for these professionals.

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Work in a Division where IT was centralized. Services were lost. Accomplishing simple functions and getting service became difficult. There is no service and the individuals who should be providing don't care about you. They don't report to your area, so the service doesn't exist. Departments will have to create positions that work around while paying for services resulting in more money do accomplish the same task.

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Centralize all IT, business, HR and marketing communications professionals If these professionals were left in their current physical locations to serve constituents, with current reporting structures intact – a dotted line for central oversight might improve the flow of institutional knowledge/implementation. If the plan is to relocate the programmers, technicians, business and HR associates, writers, videographers, etc. away from their constituents and remove the accountability we currently have to our constituents – this is not a good idea. Decentralization has allowed these entities to be more effective, and fully centralizing these business critical functions would fuel bureaucracy, negatively impact service (just ask faculty and staff in the two largest centralized colleges) and not be in the best interest of students, faculty, staff or the institution.

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Consolidating these operations across the campus make WAY TOO MUCH SENSE. However I recognize the huge lift.

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If IT is completely centralized, the same logic applies. Customer service will take a huge hit. Currently, DIVIT is handling functions that used to be handled within the college. One of those functions is the creation of the email accounts for

new employees. I used to be able to submit a ticket to our ITS office within the college and with a day or two at the most that account was created, and the individual had the ability to access it. Just recently, with the change of DIVIT handling the creation and access to all email accounts, it took 2 weeks after her start date to access her email account. This causes major issues in the training process for new employees as they cannot receive extremely time sensitive emails pertaining to training and onboarding within those first few days of employment. This centralization would also cause a major issue with daily job efficiency and effectiveness when it comes to technical assistance. Whenever there have been issues with my computer, I can call our college IT office and they can get the issue resolved quickly. The times that I have had to call DIVIT for assistance with issues that they handle it takes several calls, if I can get an answer, and then the issue is not resolved with one phone call. Therefore, a complete centralization of IT would have a direct impact on customer service, and the ability for staff, faculty and students to do their job or studies.

One word, FOLIO. The University Libraries has easy access to IT folks that understand the business of the Libraries and the programs, platforms and software that we use that are specific and unique to the Libraries.

There is no doubt the university needs to upgrade IT. Make it so.

A consolidated IT exists on this campus and works well.

I think centralization of IT will reduce customer service just like it has with business functions due to the same reasons stated above.

While I understand the impetus for centralizing IT and HR, not having division-specific representatives/liaisons is not the way to go. Without having a local presence, these services will not understand the specific priorities of different groups, and service will be diminished. To think that only athletics and transportation have unique needs is short-sighted.

What this sounds like to me is that our small research group will lose their dedicated IT department, which will be a loss.

I would like to see a "Mission Statement", required skillsets & leadership structure for each of the groups in the new Organizational Chart.

As mentioned above, IODP implements seagoing research expeditions with the JOIDES Resolution drillship. Expeditions are 2 months long and take place in all oceans, far from land. Each expedition has 20-25 TAMU staff in addition to the ship's crew of ~60 and 25-30 scientists. The IODP-TAMU staff include 2 computer/network support individuals and 2 developers. Everyone on board works 12-hr shifts, 7 days a week, for 2 months. In addition, some of our shore IT staff have to be on call to respond to emergencies. This cannot be accomplished with people who are not intimately familiar with the ship's IT systems and scientific instruments. In other words, it would be extremely challenging if not impossible to staff these positions with IT staff from a centralized group.

The reorganization and condensation of the IT departments within AgriLife has been extremely disruptive. If you want staff to have productive digital lives in the arena of research, infrastructure, email, and all other areas under the purview of IT, why would you remove the experienced IT staff that are loyal to the university and who help make the lives of staff more productive and enjoyable? In this age of a global pandemic where we were literally wholly dependent on the IT departments across the university, it makes no sense to downsize them.

I can't see the logic in making IT staff outside of the Division of IT (DivIT), employees of DivIT. Those working in IT know the needs of their department best and know that DivIT is there for support when needed through the Help Desk and other areas that they manage. Making IT staff employees of DivIT instead of their actual departments puts staff at risk for having to wait for IT problems to be resolved longer than they normally would by having someone dedicated to their department.

Certain I.T. groups on campus have specialized systems only used in one setting (residence hall management program, electronic health records in healthcare, software that runs lighting and sound systems for OPAS, etc). One key area where these types of unique groups would likely be negatively impacted is if the move to a fully centralized campus helpdesk or servicedesk for all I.T problems makes it difficult for the new helpdesk to handle these specialized systems. Common support is easy to centralize but getting a generic helpdesk to understand the urgency and impact of a very specialized problem and escalate it to the correct person/level can add one more layer of interference to getting the problem addressed and resolved.

I believe I can express my concern briefly. Specific to the Division of Research IT business processes and their respective systems surrounding research compliance which include financial monitoring, protocol tracking and review, animal inventory and management, occupational health and biosafety, responsible conduct, (several more), and the

reconciliation of each process to one another, my primary concern is that of customer support. In our current configuration, we have in-depth knowledge of those processes and perhaps more importantly, personal relationships with the groups who make use of those systems. This relationship allows me to effectively advocate for the Division of Research in support of their mission. My concern is not with re-organization as much as it is with the Division potentially losing that advocacy and customized support over time. Assumedly budget/payroll and system acquisition processes will change, which definitely can be good, but it can cause those groups being supported now by an "outside" group to feel as if they are now simply a customer of a service, rather than having ownership. Admittedly, I don't immediately have a best answer for this leveraging the proposed structure, but if all these changes are to occur, I want the Division of Research employees to continue to have that advocacy as well as the customizable support for their compliance related business processes... and naturally have immediate access to those who understand those processes end to end.

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Same as above.

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I currently enjoy having our IT embedded into our department. It results in quick responses to questions and help with issues in our classes. I think consolidating IT seems like a good idea in theory, but may results in longer wait times for issues that arise.

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I cannot see how having a centralized help desk will be good for anyone (from a client prospective). This sounds absolutely maddening.

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There are departments at TAMU that use computers for data collection and analysis (I am mostly familiar with those in the College of Science, but there must be others) that have specialized technological needs. I hope that that will be taken into consideration as IT is "centralized". There should be a way for those with more specialized needs to not have to go through the central help desk and ticketing system.

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Regarding Consolidation of Information Technology. The issue here points to what is trying to be attained. The document tries to tie efficiency, cost cutting and value to customer. An attempt that consolidation will not reach as a goal. The possibility to make the infrastructure somewhat efficient might be possible but the value to the customer could easily be set back not only in the immediate but also for the future. It may very well cause the university IT to play catchup for long term. There is a big difference it consolidating to one specific philosophy and working in collaboration between IT departments for the betterment of the university regarding its Faculty, Staff and Student needs. Any gain made in infrastructure would likely cause a loss in software development. The research through which the consulting firm used to gather data was conducted by extremely limited interviews and one size catchall forms that could not possibly gain an understanding of division and department business processes, ongoing projects, how they got to where they are and what are the future plans. Even quotes used from other resources are not accurate such as use of NASPA Article to validate consolidation when the report itself states the IT should be integrated with student affairs, not the opposite. There is a major need for student affairs to have an embedded IT with direct connection for support and accountability. The issue of IT and consolidation of it has a proving history of problems. Through time what is now being called DIVIT has been under multiple different names. Through A&M's history of IT the issue of inefficiency lay with this group which spawned what is seen today on campus for good or bad. Due to the lack of support from this cost recovery IT division, it's philosophies and structure many departments, colleges, and other organizations on campus began to start up shadow IT situations in the form of small teams, individual IT professionals or Grad and Student workers to handle their needs. This problem still exists today. If there is inefficiency on campus it can directly be placed in area where it is being suggested IT be consolidated in. From these issues a few groups such as Division of Student Affairs, Department of IT (DoIT) have worked to build a strong consolidated department to meet the needs of a division. Through trial and error this group has built a strong support cast for DSA. They have been at the forefront of new development both custom to meet the needs of each department and student organization and through other avenues such as using approved vendor products that are painstakingly reviewed. Each department and organization get the support needed and customization required. Also, through long hard development they have brought together leading Project Management and BRM teams that have become the example of success on campus. Through this, strong business relationship has been formed and any consolidation and/or interference that comes in form of changing these philosophies would seriously jeopardize those built relationships that help to support students in their everyday activities and throughout their time developing themselves at A&M. The Sprite program being developed is another strong proof that DSA IT is ahead of most other organizations on campus. This program helps develop Grad and Student workers throughout time at A&M through strong mentorship both through work and outside of work. Numerous Grad/Student workers have gone on to be hired by top companies such as Google, Microsoft, Facebook, SpaceX, and

other top IT industry companies due to their time learning within the DoIT department. There are also examples of those who stayed on to work with DoIT and in other campus departments. Any consolidation that works toward a goal of centralizing the infrastructure for some form of micromanaged efficiency to save costs will lose value to the customers and their needs. Currently in the projected IT consolidation division the only development being done is through cookie cutter large vendor situations with little to no real developing. When looking at positions a problem exists. Titles are being compared when even though the title may be the same the actual work performed is not. Using the title of developer for example can mean numerous things depending on the department or division that position falls under. Some developer positions do little to now true writing of custom coding, whereas others spend a large portion of the day building true customized applications. The same can be said as far as IT management. The key problem in IT at Texas A&M is not the need to consolidate across campus every IT group but instead help those departments in divisions where there are several small IT shops or those using one or two individuals to meet the needs of a smaller group with little to no help and consolidate them into an embedded IT department for that specific division. This gives its customers better access to more IT professionals and those IT professionals better peer support. If there is one major portion that could be helped to make things more efficient it is a better budget system across each division. There is a need for more resources with a more equal compensation for those resources which would help to keep the experienced IT professionals and to upgrade the ability to hire more experienced staff. Currently compensation is based solely on where a divisional budget for the department falls under. There are IT professionals who do much more customized development than other groups, yet they are paid a lot less due to budget constraint issues. This situation causes constant turnover, losing a lot of knowledge through each change. One other issue to address is that if there is a forced consolidation then in many situations it will be the department such as DSA's IT who should be doing instruction to the parent IT group on how a division needs to be supported and not the other way around.

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I agree that IT needs a complete overhaul. I have faith in our cybersecurity, the problem I see/fell is that I am not a priority. If I have any problems I very often have to wait for help, and it can take days to resolve.

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Be careful with centralization. It has a tendency to make the organization less nimble and less responsive. As it does not respond to users needs, the users will find ways to work around it to get the job they have assigned done.

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If auxiliaries lose the ability to control their IT, this will be detrimental to their ability to control costs. Operations like Transportation Services will have to raise transportation fees and parking fees if they have to pay a "fee for service" to a consolidated IT operation.

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Well most of the report was on the information technology section was spot on except for a few cravats first on your note 66 you said data breaches impact TAMU but do not qualify it with the majority of these incidents being faculty who do not want or do not know how to follow privacy regulations (i.e. posting ssns, phi, etc.). They represent the majority of these incidents way more than even the student population. Another issue is that even though you realize that there is a lot of redundancy in IT little is being done to address the amount of management redundancy there are managers that are not even in this state and the majority of them work from home allowing peacemeal work from home for employees usually based on favoritism. I for one havent even meet the director of our unit. Another issue is that it is known that training should be provided to retain employees but unfortunately we have limited options as they are not the "most cost effective"? However, if you want specialties you usually have to pay for them. It is ironic that a texas am has coined the great resignation but is doing little to retain the employees that are in most demand in the public sector. On the positive side I do think that these problems are starting to get addressed and hope to see more progress.

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Centralizing IT happened in 2020 in COALS and has been another area of centralization that has been difficult. When IT was in the department, it was easy to get them to help with computer issues, software issues, etc. and now submitting a ticket and waiting for help can take days and weeks. It was so much better when IT would come to your office to help instead of emailing back and forth trying to figure out the problem instead of coming and looking at the issue.

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Overall, much of this makes much sense and this has been discussed numerous times over the decades. Finding #2 Agreed!! With adequate funding and resources on this area, this could certainly be what is outlined. Side note: A review was performed some several years ago and ServiceNow was selected, to attempt a similar initiative. Having one ticketing system across campus, not just in I.T. would certainly prevent looping and aid in staff learning, as it's not just I.T. staff that use such systems. On the Organization Chart it appears the "Business Support Services" is not hi-lited. This does not align with changes made in other areas across campus. Shouldn't this area being moving to the Finance & Business Division?

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This is my area of expertise having worked in [REDACTED]. I agree with the statement about the structure

being inefficient and ineffective in most cases. However, I don't get a good sense of how this was assessed. Was it focused on the Division of IT and existing centralized services? Were the internal college IT structures assessed separately or simply lumped together with the Division of IT? Speaking specifically about Libraries IT, I find that we provide excellent service. We know this from the customer surveys that we run as part of our ticketing system and periodic customer surveys for all library services (LibQual+). We consider customer satisfaction a high priority and go to great lengths to make sure our users are satisfied. Our student tech training program is second to none. One exceptionally strong point is that we treat our customers with respect. We explain changes in policies, the law/logic behind the change, why some things aren't allowed and how said changes will affect their work. Our infrastructure, applications and support teams cross-train and are tightly integrated. We stay abreast of security concerns and have always been responsive when notified by the Division of IT of findings. We had a very good report on our IT audit completed in 2020. We have transitioned to central services over the years including public (OAL) computers, Laserfiche, Cascade, shared licensing (Exchange, Endnote, Qualtrics, Atlas.ti, Slack, Chef, Four Winds, etc). In some cases the move has increased our workload but we recognize that we're part of the whole and really want to be good partners in shared services. As part of the current Office 365 migration an account process that we previously had automated now requires 1-2 days and over 14 steps in a manual process. We anticipate it will improve over time but we're sticking with centralization because we know it's best for the university. In most cases, when we didn't move to a centralized service it was due to a lack of readiness of central IT or at a greater relative cost than simply running the service ourselves. The readiness can be worked on but the cost disadvantage is a reflection of the cost recovery model that needs to change. I would also like it known that the Libraries have very specific technology needs. Our goal is to make information available as widely as possible. We also work to preserve information in a digital format from an archival perspective and for research purposes. Some of this work may have led to the misconception that Cushing is a museum. We also work hard to promote open access and make it easier to find information. There is a great deal of background work dealing with copyright and metadata that makes this possible. In Recommendation #1 the format of this statement is disheartening: "Identify duplication of services across campus and seek to reduce staff over time through attrition and reorganization. Re-invest the employee expense savings into necessary technology infrastructure upgrades. Additionally, identify gaps in service and when appropriate reassign personnel to address these deficiencies." It would have been less jarring to lead with "reassign personnel" since priorities typically go first. This does not build confidence in employees that we already have a hard time hiring and retaining. In Rationale #1: Citation #63 - this article is about state government (and agencies) consolidating. It is at best a general justification for consolidation. The Libraries have offered end user support 24/7/365 for many years as this reflects our operational hours and the need for research resources to be available at all times. Finding #2 I agree, IT support is inconsistent across campus. I am afraid that the consolidated service will mean a reduced level of support for the Libraries. Recommendation #2 - Establish a university-wide Help Desk Please don't survey after each transaction. I personally have survey fatigue being asked to provide feedback multiple times a day. Recommendation #4: Utilize project managers I heartily support this recommendation. Incorporating project management skills into IT projects should be a forethought. Separating the PM role from the IT professional will allow us to focus on our areas of expertise.

I am in favor of a centralized IT department. However, there would still need to be enough staff provided for all campus departments to support their faculty, staff and students needs. Centralizing Management to help support this, would be a good first start. Then allowing each campus department access to certain resources and services that are TAMU IT centrally funded, would increase communication between units and help drive costs for resources and services down. One such area would be utilizing the ServiceNow ticketing system for all IT departments on campus. We are currently doing this kind of resource sharing with our CrowdStrike Falcon antivirus software, which is funding and provided by TAMU IT for all IT departments across TAMU. Adobe licensing, since TAMU IT stopped providing this option for all campus, significantly increased in cost for individual departments across TAMU. It would be more cost effective for TAMU IT and all departments, if this we centralized again, and licensing managed by TAMU IT. Currently, it seems that TAMU IT isn't staffed well enough with FTEs. Depending on what the need is, it can take several days or more to even receive a response to the emails that are submitted into the TAMU IT ticket system. This impacts our individual metrics and goals we have for our customers, and makes for poor customer service. Hiring and putting more effort into retaining IT staff, is essential to providing a stable and cyber-secure IT environment for ALL of TAMU.

I have some serious concerns regarding a "one ticket" system for all IT functions. Realizing the devil is in the details, this could greatly impact IT services for students, faculty and staff. PITO has been provided excellent customer service and much needed automation for the Scholarships & Financial Aid office over the years. They have provided what students

want and desire in an online portal.

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I think more well-trained full time staff are needed if there is to be one main help desk, there are a lot of people to support at our big university!

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The current IT structure within colleges should remain in place even if consolidated to still support the departments and customers they are familiar with. Cross training and filling gaps is always encouraged.

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Our IT program does a PHENOMENAL JOB under the most trying of circumstances. Please don't equate "consolidate" with "making smaller". Think "streamline, empower and expand." Consider creating a "shop" where departments can negotiate for service in building custom IT products, whether Laserfiche processes, or small footprint databases. It would make money. Improve WiFi access EVERYWHERE.

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Centralizing IT will only work if you add more staff and resources. Currently, I work for multiple departments that rely on the Provosts IT Office for support. At no fault of the abysmally understaffed and over worker employees in that department, I can say that getting work orders fulfilled is a joke. It takes way to long. There are a handful of employees that build, maintain, and update over 80 websites. That is absurdly low amount of people and it impacts my work on a daily basis. For example, because the web team in PITO has to put all of their staff power towards updating Kentico to the new version (which will be released in 2023 and this the old version no longer supported), we have been told by that department that they won't make any non- emergency updates to existing websites for three years (until 2023). Put IT staff back in our offices so we can have dedicated support and do our jobs better, please.

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I agree that IT services are somewhat duplicated between the university-level IT and college-level IT.

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Overall Comments: Positives: Should be a cost savings regarding IT spend. Reduce redundancy around the campus. Improve service delivery. Negatives: Response time will be impacted. Transition period will be difficult. Localized support services will be impacted. Recommendation #1: Consolidate Information Technology across campus. While this says that Engineering & AgriLife can stand alone, there is a statement about integrating IT operations from Engineering & AgriLife in the same section. Does this mean there are specific IT operations that need to be moved to Division of IT? Recommendation #4: Utilize project managers. This is an area that will be difficult for the Division of IT to get off the ground and a struggle to implement.

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This needs to be centralized as it would lead to better service overall and additionally, we often pay for duplicate software in colleges, that if centralized model the University could negotiate much better rates. Stength in volume is exactly the case now. I've been waiting for 6 months for new staff computers I order (my department has no weight within itself).

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I wish to recognize our Division of Research IT representation, and express how important these subject matter experts are and the hope that they will continue to "major" in DOR related matters, while having others "minor" in DOR related matters, for cross-training and depth of knowledge. The relationship aspect of centralization can and should be addressed, respectively, for optimal results.

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It is imperative that EIS is kept together if we are moved under Division of IT. The functional and technical staff work closely in the day-to-day events to complete projects on time and fulfilled as requested. I believe EIS should stay with the other Student Non-Academic units like the Registrar's Office, Admissions, SBS, and FAID due to the nature of our work and how closely we work with these units.

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Consolidation of IT may be inherently a good thing. One consideration is that large businesses and government agencies differ from TAMU in that there is a lot of highly specialized research equipment scattered across campus. While generic phone, printer, web, and MS office product services can be easily centralized, working with that high-tech research equipment will be more of a challenge. The software and equipment needs of this group is vastly different from that of the rest of campus. It may benefit those specialized groups to remain decentralized. When IT issues arise in classrooms, there often needs to be a nimble and immediate response. If IT is centralized, there needs to be some personnel stationed in each classroom building to respond to these issues. Putting in a "ticket" to a help desk is not a viable solution when you have only 20 minutes between classes and none of your IT works on a day when that lesson requires it to work.

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Having department specific IT personnel is very helpful in that if I need something from within the department (new hardware, software, etc.) I can usually have that taken care of the same day. When I contact central IT for issues outside the department level, sometimes the people who end up with my ticket know less about IT than I do. Having one help ticket system will be useful, but only if the tickets can make their way to the correct sub-area in a timely fashion, (i.e. I



need something from Academic Innovation, but the ticket is routed to another area).

The university can expect more cyber attacks in the future. A stronger IT would definitely help prevent an incursion. The changes proposed seem highly appropriate.

I think centralizing IT is a good idea in theory. The centralized help desk is extremely helpful campus wide. But what happens when a department/unit needs something and an IT person cannot be reached? In some ways this could bring some benefits especially to our branch campuses. Can we discuss more what things will look like for our other places?

If work is centralized, set mandatory standards for timeliness of response. If, for example, classroom technology fails, instruction may cease until it is addressed. If the library online resources fail, immediate responses are needed. Make provisions for 24/7 service in mission critical areas.

Departments don't want one centralized IT office. It is widely known that everyone hates contacting Helpdesk Central -- employees want easy access to someone who is familiar with their department and can help them right away, in their location. Again, NO to centralization. Departmental employees don't want to work directly with a faceless central office that doesn't know anything about their department's particular circumstances or needs.

Great, I think this change for a better tomorrow.

Our ITS folks run a print center, our 3-d printers, and our computer support. The Deans are all photographed and given white glove treatment. The necessity to regularize this and expect professionalism from them would be interesting.

Same as above. large colleges need a internal IT group that matches their specific needs. College could be waiting for every if they are in a University wide ticket pool.

terrible wait times, not knowing individuals, individuals not knowing depts and the systems are used.

Appears logical Under IT Finance appears the Business Support Services box was not limited to be leaving the IT department? Recommendation #2 Many years ago research was performed on a Help Desk ticketing system as there were too many, I was of the understanding that ServiceNow was selected though many on campus are still using other systems. It would be great if also the areas such as the Financial area who also has a ticketing system were required to use the same ticketing system. This might help in saving costs just in shared use of understanding, time costs, licensing etc.

As with everything else, Ag and Engineering will remain independent. I don't think that is fair to everyone else.

Consolidating IT will never fully work as many departments rely on the timely support that a centralized structure could not support. Instead of consolidating all of IT I propose leaving level I & II support and computer management in the college Level reporting to their respective college. This would allow colleges to make changes and use their funding as they see fit for computer lifecycle replacements and still ensure a high level of support as staff would still answer to the dean that they are under and not manager from the Division of IT that has its own problems. With my work, I have submitted problems to Help Desk Central to get help with problems from networking to telecom, and they are at a minimum very unorganized. In my experience without directly contacting a manager, tickets get ignored and even closed without a response or any work occurring on the ticket. If this continues under a centralized support model IT on campus will be dysfunctional with more problems than it has now. Instead, consolidate server and development on campus to ensure security standards are being met and still allow for some streamlining of IT without completely gutting end-user support that keeps the university running on a daily basis.

Consolidate Information Technology across campus: This would be a colossal mistake. Division of IT has had a horrible reputation over the last decade plus. Faculty support is extremely different than student and staff support and requires a more dynamic relationship based IT experience that a general university IT helpdesk can not provide. DIVIT has tried both partnership modules ( In architecture and I believe college of science) and full integration (Tamu Health Science). In both of these cases user satisfaction decreased dramatically and the staff environment was extremely soured. If any long term partnership models are to be successful DIVIT will need to show a greater reliability and proper partnership environment. Multiple historical failures have shown college IT groups a severe lack of consistency as well as a lack of stability that is critical while working with tenured Faculty members and research staff. Establish a university-wide Help Desk and ticketing system. Currently at TAMU, IT support is inconsistent. This is fairly inaccurate statement at least within the college of Liberal arts. We have a centralized helpdesk that is highly efficient for our users. This is in stark contrast to the DIVIT Helpdesk that has extremely long wait times and at best lackluster follow-up. My users have repeatedly complained about the service that they receive when needing to contact the HDC for assistance with shared

services. As it stands the tamu HDC does not have a way for college level IT professionals to work around the "student worker wall" and has horrible follow up practices when working on any IT issue that is above a tier one request.

Centralization overall is necessary. However high profile enterprises, institutes, and departments, that have budgeted and have a need for dedicated resources should not be undercut with this transition.

anytime we've had to elevate any issue to central ITS, it has been a nightmare. We need our IT staff for our day to day missions, removing them would grind our ability to do what we do to a halt.

I struggle to understand how integrating EIS into IT will be beneficial for either group. These are similar but also incredibly different scopes of supporting offices. EIS has a wonderful working relationship with many of their departments and their support is essential to our daily, even sometimes hourly, functioning. IT is also vitally important but not in the same way. This seems to be an "if it's not broken, don't fix it" situation when it comes to EIS. I think focussing on IT individually, and separately, will be more worth your time. I am not as familiar with the IT office, but if a reorganization or re-think is necessary, I think it should be completed without the integration of EIS. From my personal standpoint, these offices are too different to be put into one unit.

Why was the Division of IT not looked at nor discussed within this report? Information Technology is not DivIT. If this is referring to a combined IT unit of PITO and DivIT, that would be a good idea. Take the best units of PITO and DivIT and combine them into a new Central IT department. DO NOT KEEP DivIT. It is a well known fact that DivIT does not have a reputable reputation about campus.

I want security and functionality from IT. I don't care how it happens.

The report says IT should be centralized but in my opinion this is not always possible. Especially when the departments need some special IT service. So department related IT and IT providing advanced service should be present in the departments

Outside of facilities, I think this area is largely susceptible to risk. Not to mention that the current organizational structure is confusing and lacks accountability. I hope that centralizing this area would reduce the duplicated or inefficient work that currently occurs. The number of applications, portals, database management tools, etc. is overwhelming and only seems to get more complicated each year.

Not that long ago, the approach was to flatten and make DivIT leaner. Now, it seems we are to put every computing resource (labor, software and hardware) under their control, centralizing IT. As a University, we have always valued decentralization. Centralizing DivIT is going to result in departments and colleges having less control over their information resources. Sounds good on paper, but this may cause more problems than it solves. I foresee departments and colleges doing business with newly formed outside companies just to keep their IT staffs.

These moves make logical sense and seem to highlight the inefficiencies that are happening within IT offices across the campus.

Centralizing all of IT is a bad idea if efficiency and cost effectiveness matters. Our units have tried using central IT for all IT services and it was a costly and ineffective disaster. Recommend stronger IT policies, training and support for departmental IT teams, but centralization will again bring huge unintended and unforeseen complications and challenges.

I work in IT and I do agree with the recommendations in the report. It is not surprising that the report recommends that IT consolidate. That has been suggested multiple times before in other reports. This is going to be a tricky area though. Most of the IT work on campus is similar. We are all trying to solve the same problems in each college and most of us are using different tools. If we were to come together and consolidate out tools, we can share knowledge and grow our employees. We will always have edge IT that is unique to each department/college and that is OK. Those cases will be handled by specialized IT groups. We just need to make sure that the IT folks stay embedded where their customers are. We can all report to and be funded from centralized locations, share tools, collaborate together, but we must be physically with our customers, in their buildings and easy to contact. I would also like to add that in the IT job market, lots of employers are now offering remote work for higher paying jobs that what TAMU currently pays. I would love to see the university offer remote work options for IT employees. Most of what we do is via remoting into a server or a client's computer anyway. This can be done from anywhere. Offering remote positions will allow us to retain more of our IT staff.

Our IT staff are an integral part of our college. They are hard-working, responsive, and get stuff done. I would not want to wait for a consolidated Main IT to come to fix one of the computers in one of the classrooms, offices, or labs. It's

really hard to get them to do anything now. They are understaffed or just don't want to staff some of their helpdesks at certain times or there are long wait times due to students, faculty, and staff using them. It would be really bad if our Deans or Department Heads have to wait for IT service while working on important projects for someone to come over from another building or from across campus to get help so that their computer will work so they can finish an important letter or project. This doesn't make sense.

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Recommendation #1: I agree that a consolidation is needed to strengthen IT campus-wide by having a set standard of operation that every college unit follows. That way there are clear lines of responsibility and communication not only within the department, but for staff, faculty, and students to see and understand. I would hope that a consolidation would also include Networking as currently some parts of our jobs are hampered by red tape (i.e. putting in paperwork for a network cable run and setup for a moved workstation when I could just do it myself). Recommendation #2: A university-wide Help Desk and ticketing system would very much streamline our line of work. This would be a great opportunity to trial multiple services that would incorporate IT Asset Management and provide integrations into Microsoft 365, Azure, and other services to make our jobs easier to manage - in turn improving our response times and efficiency. I would strongly suggest against Ivanti or Team Dynamix as they require much more work to maintain and are extremely user un-friendly. ServiceNow and SolarWinds Service Desk are very friendly for Help Desk agents and users alike, but would require several full-time staff to manage these internal services, and keep the user/public facing Knowledge Base up-to-date. Recommendation #3: One suggestion here would be to implement SSO workstation logins with DUO authentication, thereby eliminating all other DUO pushes except when logging into a workstation. This will make for a much better user experience and ensure that credentials would be much harder to compromise.

Recommendation #4: This will undoubtedly be the hardest to fulfill as the right project manager for the right project is such a hard spot to fill. If the wrong person is chosen to lead any one project or have oversight over multiple projects, that will completely derail any of the previous recommendations. I cannot stress enough that the vetting process for selecting project managers must be objective, and based on knowledge and skill; not personal, otherwise this transition will have no effect or a negative effect on the university.

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Here are a few thoughts of reasoning that characterize thoughts from a Library IT perspective. - The Documents Assessment of the University Library & Services Since there was only an hour spent with our Dean, I don't believe this document or your assessment of the Libraries services provided to our incoming, current and former students is fair and balanced as it is with other departments on campus. Our IT Department of the Libraries is even less represented, even to the point of being non-existent to this document. Please take these few points of consideration while forming critical decisions for the Libraries. I will not bore you with all the many services we do offer but do encourage you to come back and visit with our librarians, staff, and see firsthand our commitment to excellence as we inspire our collaborative environment. An excellent example of this is our annual Libraries Open House where we involve our students helping in gaining understanding on what the UL services are offered. It's been a great success to our incoming students eager to learn. - University Libraries Footprint on Campus Even though Library employees perceive that this document provided by President Banks did not give justice to the University Libraries (UL) as contributing department of this great campus. Because of the nature of our intricate workflows, I believe the University Libraries should remain intact without any further changes. To begin with, there was a lack of depth of representation within this document as it pertains to the Libraries. This is confusing to me as I know firsthand on what impact it has on incoming freshman, it is truly powerful. The UL is THE information source of not only this campus, but our community, all of our many unique branches of education and beyond. The UL - The Reports Perspective on Campus IT When it comes to IT on campus, this typically resonates with the Division of IT and does not include our Library IT Department, better known as Digital Initiatives (DI). Within DI, we have two general departments named Operations which is responsible for all IT support & help desk needs. The other department is our Applications group responsible for Folio, many electronic databases and other core applications that deliver the many services that students require for study. UL recently participated in an internal audit and was granted with a designated grade of a TWO. This is no simple feat. To allow some perspective on what this entails equates to finally getting that design template transformed into the final product and having it assigned a registered trademark to commit into production. - Remarks on Differences Here are some comments stated from the document about IT and how it compares to the Library IT. Document: A weakness is that the small groups of staff spread across the campus do not allow for redundancy training. Response: Although we are a group of just under 40 people, we are a diverse group with many talents that work together cohesively and effectively maintaining the libraries infrastructure while delivering the many digital services that students depend on every single day. Our groups cross-train each other so that we continuously have a redundant knowledge base able to attend to any

library IT needs. We continuously cross train each other in different areas and scopes of our jobs to be able to function. Document: A centralized IT department would allow individual research groups across campus to re-focus attention on research and not have to spend time on IT management. Response: I am of the same mindset that changes need to be made within the processes of the DivIT. We have also been dissatisfied with the service given. An example of this is the internal findings on certain issues remain with them and do not collaborate with their end users, even if we are very familiar with any technical concepts. What they fail to understand, is that we are both after the same outcome which is to help the end user do their job. Since DI works together within this capacity, we assure that the end user gets taken care to resolve any issue expeditiously and effectively. In Conclusion I believe the University Libraries should be omitted from these changes primarily due to the intricate nature of the specialized applications and services we provide not only to our faculty/staff, but more importantly, to our students of Texas A&M University and beyond. Sincerely, Israel De Leon Desktop Support at Digital Initiatives University Libraries

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If IT is to be centralized, units should remain within their respective colleges (where applicable). This would not only benefit staff, but the university as a whole, as these individuals have legacy knowledge of their areas that will positively impact the user experience going forward.

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Right now, the Division of IT has a cost recovery funding model, where they have to bill for services. This made sense when the department was first created and IT was only being utilized by a few units, but now that IT is necessary infrastructure I think their funding model seriously hinders their ability to provide services to the campus community and factors into why IT is currently so distributed. This really needs to be changed if IT is going to be centralized.

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Tax Compliance & Reporting Department is part of the University Accounting Services Division of Finance. Enterprise Information Systems-Accounts Receivables (EIS-AR) plays an important role with Tax Compliance and Reporting, especially when it comes to assisting with the producing over 80,000 plus 1098-T Tuition Statements for Current and Former Students of the University. EIS-AR and Tax Compliance & Reporting collaborate to ensure we produce quality products for the Student population such as solicitations to enrolled students with Qualified Tuition and Related Expenses (QTRE) that do not OR have an invalid Tax Identification Number on file in their student record. In addition, EIS-AR provides expertise in developing and programming custom programs, reports, and mechanisms to assist Tax Compliance & Reporting to ensure the University remains in compliance with the IRS to avoid fines and penalties. For example, customizing a solicitation program through the student portal requires collaborating with not only Tax Compliance and Reporting but with the HOWDY team as well. EIS-AR has a team of experts that contribute a multitude of services to our department. For example, developing customized reports that obtain confidential data or help solve difficult solutions with our processor Ellucian to help break down the terminology so that we can better understand the implementation and how it will affect from an IRS compliance and reporting perspective. It is important that EIS-AR remains its own department or can continue to provide their services to their current and future customers of the University.

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Consolidating IT is a very bad idea. Each individual college/entity within the university system has unique needs and cultures. Technology services cover such a large scope of different systems, platforms, software, and services that it's impossible for one centralized unit to have the intricate knowledge needed to properly support an entire university. Consolidation of IT was attempted with TAMU Health into DivIT and that caused a huge amount of turmoil. The faculty wasn't able to get the support that they needed and the IT staff morale tanked resulting in high attrition. We need to leave IT localized and individually operated by each entity, with some centralization of systems needed by all campus members.

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Great observation.

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This is another one of those recommendations that is overloaded and complex. Of all of the recommendations this is the one I like the least. The culture of "central" IT department at TAMU is terrible. They have a very selfish outlook. They server their own needs first and then the needs of the TAMU community second. In large part, they are the reason that so many independent IT shops exist on campus. Centralizing this many IT shops will not make TAMU a better place. In the end, it will make IT less efficient and effective. I would recommend that TAMU IT get its own shop in order before making a change like this. All of the existing IT problems will get worse under this proposal. I am not sure that the consultants understand how big TAMU is and how specialized some of the IT needs are. A consolidation of this scale will cost millions and lead to large numbers of staff leaving and will ultimately fail. Recommendation #2, a university wide ticketing system would not work. Our IT is too complex and the needs of the customers to specific for this kind of system to work. I have never once had a ticket routed properly under the existing ticketing system that handles only

TAMU IT, much less one on a larger scale. Recommendation #3, we already prioritize cybersecurity. This recommendation is useless. Recommendation #4, project management only works in a highly bureaucratic and slow to respond organization. While there are some benefits, it also hinders an organizations ability to react and innovate within IT.

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In Transportation Services, the IT unit has developed as our businesses have. Each position plays a vital daily role in making us one of, if not the best, university program in the country. Our operations people are superusers and work closely with our developers and software specialists to create processes and business rules that provide the best possible customer experience. We as a department are constantly pushing them to enhance our business with technology. They handle a great deal including phone apps displaying bus routes with live data, access and revenue control in over 100 lanes of traffic, online sales of permits, visitor parking, citation payments, waitlists, parking allocations, transit routes, Bus GPS technology, maintenance workorder platforms, automatic passenger counters, LPR technology, parking maps, software updates, APIs and much more. We do not live in a world that allows us to tell someone at a gate that wont work to put in a ticket. Nor can we have applications like route maps, schedules or online sales go off line for any length of time. Our IT unit is always busy, and our list of projects for them to work on is very long. We have struggled to make headway due to the inability to find developers. The prospect of sharing the few we have is simply out of the question. I would strongly advise not incorporating our developers, software specialists or access and revenue control group into the larger IT. The potential failures in our operations could be monumental. However, if this is what happens I would say certain things must be in place. My suggestions are as follows: The developers, software specialists and parking specific tech folks must remain at our physical locations. These individuals would need to attend staff meetings, software user group conferences and have the same lines of communications open that are in place now. Management of TS should be able to direct project priorities and needs within university guidelines. Our desktop support staff could roll up to some degree into a larger system. However our folks stay very busy and our expectation due to our business needs would be to have no slowing of response. It must also be noted that we ask much more of our Ops staff than desktop. They handle our servers located throughout campus, our security, inventory and are assigned special projects such as creating a PGnet system for gameday which they operate. It would be necessary to choose carefully which of these staff members become part of an overall desktop central program and which should be assigned to us. All in all I understand what the university is trying to accomplish. However, there is no other department doing anything similar that is so dependent on technology for success. Sometimes a one size fits all effort is not the best for all. [REDACTED]

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Recommendation #1: Consolidate Information Technology across campus. (p. 72) Recommendation #2: Establish a university-wide Help Desk and ticketing system. (p. 74) I support these recommendations.

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Yes - same as facilities but it won't be easy or fast.

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I think IT tries very hard. Outdated equipment in old buildings is not fair to them - giving them old facilities with old equipment and they get yelled at for not magically making it work. I think the report is correct with the alignment changes.

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I would hope this would still leave tech people in each building to help trouble shoot in person, as in my experience that gets the quickest results.

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About 10 years ago, we had a Deloitte Assessment, which determined we needed one Help Desk on campus for IT. To that end, the Division of IT (although we were Computing & Information Services at the time) purchased ServiceNow to act as a central Help Desk ticketing system. The issue is that not every IT shop on campus participates in the ServiceNow shared service. Perhaps if central funding was supplied for ServiceNow, all IT shops would participate. That would give us one email address and phone number for people to contact for help (Help Desk Central). At about that same time, we had a Price-Waterhouse-Coopers survey commissioned by Chancellor Sharp. That survey determined that Enterprise Information Systems should be part of the Provost IT Office, so they were taken from Computing & Information Services and placed there. Now the MGT report is recommending the opposite. I do not know which one is correct, but the reasoning behind the former move should be looked at, as well. In more recent years, the Texas A&M Health IT department was merged with the Division of IT. However, for some reason that did not work, and they have now more or less been split off again. Although their [REDACTED], still reports to the VPIT and CIO.

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Telecommunications Has been doing very well with our customers and there is no overturn Compared to what was described in the report

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I would like to see more details on the proposed Organizational chart. Leadership, mission statement & skillsets for each unit.

Contrary to the finding mentioned in the report, I find that most staff I work with know whom to call for IT problems and know their IT support people. Localized IT support is usually responsive in a more timely manner than more centralized IT functions.

While I am very much in support of consolidation of IT resources and many things mentioned in the report, I am concerned at what the potential merger will look like from both a technology and personnel standpoint. After working in IT at TAMU for several years and understanding the politics of the situation, I am quite concerned that the current Helpdesk Central leadership team will have too great of a say in the consolidation efforts. Based off some of the centralization discussions I have already been in, I am worried that we may be forced into technological paths that are illogical for meeting needs at the college level. This can already be seen in some of HDCs recent prototypes and analysis of centralized systems where they are only seeming to look at technology paths which are outdated in industry by several years, however they appear to believe is cutting edge. Due to this, I think it will be pertinent that the different IT organizations have a direct say in the future roles of their current personnel and that centralized management systems maintain teams that are diverse amongst the different IT organizations. If this does not happen, I expect a significant loss in young IT talent across the university as they may get stuck into a different career path than currently expected. Although I like the idea of no longer having "do it all" technicians, the lack of mixed experience that helpdesk technicians would receive will greatly impact our ability to bring in good talent at our current pay scales. Finally, with the state of the IT industry and the personnel breakdown at TAMU specifically in mind, I am concerned that individuals will not be placed in the roles that they can make the most positive impact. When it comes to a fast moving industry such as IT I believe it is critical that we reward roles based off current contributions and not tenure or years of experience.

I fully support all of the recommendations provided by MGT as it relates to Information Technology. I do not work in that arena but the recommended solutions appear to address the reported findings.

Greater IT has not been nearly as helpful as the local IT. If it is consolidated personnel should still be located in the buildings they serve.

I agree that centralization of IT would be helpful. I regularly spend time helping faculty decide which IT office to reach out to based on their particular concern (Liberal Arts IT, Instructional Media Services, or Help Desk Central). It makes much more sense and reduces stress for everyone to look to one office for their IT needs.

Honestly, my fear is that we are a group that provides essential services to campus. So when A&M announces after 5pm that we will be off the next day, we do not have time to send this information out to our customers and still need to provide our services. With having an internal IT department, we are able to resolve issues when we need them resolved. My fear is having to call someone or wait for the issue to be handled when we deal with TAMU IT.

Our IT contacts are mostly student workers. The person in charge cannot duplicate himself to handle issues the SW cannot resolve. I do appreciate the informational emails from our IT areas but at times find it difficult to follow when they use acronyms throughout the emails that I do not have a clue about.

I fully support all recommendations in this section. IT is a hot mess on campus right now.

I believe one IT has long been necessary, and I think the merger of IT related functions is a very positive step to help with customer satisfaction, consistency of offering, and towards a solution for all end users which is seamless.

Classroom needs are very different from a student or staff individual needs so little hesitant to see a benefit to centralizing this area.

Highly support centralized IT - including Agencies wherever possible. Coordinating with our Cybersecurity center should be a priority.

There is a huge disconnect in support for TAMU Health. Though there is an "HSC Support Team" the level of support onsite is rare to non-existent. We suffer setting up for meetings and seminars because we need assistance getting connected or running the video conferencing equipment. There is nothing more embarrassing as starting a seminar 15 minutes late because we cannot turn the equipment on. OIT Help line is not very functional either. When calling in with a very generic problem, we are sometimes told the HSC Team has to help with the request. It seems the help line should be able to serve whomever the caller is for basic problems. Not just that we are of a different component we are excluded from the most basic help.

Having recently come from a peer institute, I am EMBARRASSED by my Alma Mater being THIS FAR Behind on Technology. We need people, money and the desire and drive to get things done. In my opinion we are a DECADE or MORE behind on our infrastructure. The amount of campus services that are \*NOT\* available, means EVERYONE has to roll their own. This has to stop! The division of IT needs the money and people to build a world-class IT organization and they needed it YESTERDAY!! \* Single Central TAMU Windows Domain - IN Progress, but years AWAY and should have been done 10+ years ago. \* Same for LINUX Infrastructure - Open LDAP available to ALL on campus \* Networking (DHCP, Cabling, Switches, Wifi, etc...) - We need TAMU IT to take over all networking for us (and really the whole campus). We want this to be a commodity like power, we just plug in and use it. \* Aggie Cloud Services (Virtual Servers, TSM, etc...) – We would love to use TAMU Virtual Infrastructure. We need a central Service Catalog, with simple FORMS to order service, Priced Right, and quick turn around. \* Research Storage – We need a quick way to get Researchers CHEAP Storage quickly and have it easily backed up. We need to be able to support all Major Operating systems (Windows, Linux, Mac). \* Self Service Web/Content Mgmt – Basic website/functionality for research groups, individuals and groups on campus to get a website quickly and easily setup and running. Similar to TEES (WordPress) offering NOW, but for everyone. \* IT Equipment Inventory – Currently MANY departments/units are EACH Building their OWN IT Equipment Inventory Mgmt Tool to track IT Assets for Risk Assessments. \* Risk Assessments being shoved down our throats with NO real support and a HUGE burden on IT Staff/Faculty for no gain. Putting a bunch of data into a system/spreadsheet do NOT make us any safer. The time would be better SPENT addressing the issues that we already know about. \* We are NOT competitive with Salaries and it is VERY Hard to attract/retain talent.

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Having been part of IT before and being supported by PITO in recent years, I can see that PITO has extremely high standards and practices of ensuring that university SAPs and rules are followed. The report discusses having more students in roles, potentially to be hired later, however the current structure with primarily student support at Help Desk Central is very frustrating. There's not enough knowledge base, training and memory for students to properly triage tickets. I had telecom tickets closed because "a student worker didn't know what to do with them". I receive tickets in my department that should stay within IT or to other areas in my own department. IT has been in a flux for many years, in which loyal, long-term committed employees were overlooked in favor of external leadership who will leave at the next opportunity. This creates a fluid environment, frequent changes in direction, low retention and low morale. I dread going back to that environment and not knowing how our current department leadership will be absorbed, or not, whether all of us will have jobs, whether we will have any opportunity for advancement after the move, etc. Years ago, another assessment directed that all IT ("every server in a closet") be brought under IT, but the opposite appeared to happen and IT has seemed to become less efficient and more decentralized as departments have found it more efficient to hire their own people to be immediately available and responsive to needs. The need to the IT department to recapture funding by charging for various services makes it less expensive and more controllable to have independent IT support in departments and colleges. The physical distance between a centralized IT and where the users are trying to do their work means slow response to needs or outages. Things will have to quickly improve.

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Centralization is the way to go. Using many different ticketing systems and programs is very confusing.

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The recommendation to consolidate IT, sounds like change for the sake of change. If individuals who would be moved from Athletics and Transportation, will continue to serve those specific needs, what is the point. You just move someone to say you made a change. There is no benefit.

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Being a information technology staff many of the recommendations make since and will help the university. Being a front end person and under the constraints of being the front line in the units I have worked for has made me work reactive and not proactive. I worked in the CSISD also and having a centralized technology department still was not a good idea because the school district still did not give the technology enough budget to hire the people needed to make that system work like it should. But I see having a centralized Help desk where no matter which college your working at you have one number to call for front line defense and what ever your problem is the HD can try to solve it. Then when they cant solve it they can escalate it to the higher tier support and or the few techs you have on site in the units. This will give the onsite personnel time to be proactive and spend more time on projects. My only fear is the reduction in force and the quality of help that can be given. I do not think you should leave the agencies out of the recommendations because all technology should follow the same procedures/recommendations. Not governing them will lead them to run it as they see fit.

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I sincerely hope this is an open forum for the collection of first-hand knowledge. As mentioned earlier I worked for the

[REDACTED]

I feel I have a diverse inside view of IT Operations on TAMU Campus. Implementation of an IT consolidation plan, moving all IT Depts. into one Active Directory Forest with many underlying Departmental Organizational Units feasible and appropriate with only a few minor caveats; caution with Scheme changes to the Forest should be carefully deployed and assimilate slowly and methodically when working with Utility Systems. I noticed AgriLife was exempted from this plan and it is unnecessary to exclude. My personal interworking knowledge of AgriLife and Agricultural Economics and all the other Agricultural Life Science Colleges lends its self to a completely different perspective than what has mostly been presented to the Consultants/Committee gathering information and creating this report and recommendations. AgriLife Extension offices (254 County Offices) have never really been fully managed by AgriLife (Agnet IT), what a joke. AgriLife IT better known as AgNet IT has intentionally created a segmented IT Infrastructure silo to further isolate themselves from TAMU IT for the main purpose of providing their [REDACTED] is own kingdom, regardless of cost. He has purchased identical software when totally unnecessary. He continually increases a select few of his IT Staff with 6 figure salaries, all the while ensuring all the AGLS Colleges received basically no funding for basic IT Tools. He, [REDACTED], has completely lead the VC of AgriLife down a path devised for his own profit center. He is currently in the process of destroying tools and resources the AGLS Colleges need to support Students and Staff, and this should be STOPPED now. I have so much more information, as do many of the other AGLS College IT Professionals, who could validate what I am saying. I know you have been lead to believe the contrary, but Just know AgriLife IT should also be consolidated if this is the chosen outcome.

My comments are related only to the Enterprise Information Systems Accounts Receivable Team: The EIS Accounts Receivable Team supports complex automated processing for all student account accounts receivable activities and reporting (this is a very wide net). This includes the FAMIS accounting feed for all student transactions. We provided automated customized posting processes for most third party processing for students with contracts. We provide automated processing for Student Business Services for all student collections (customized process to enable SBS to streamline the collections process and reduce outstanding receivables). We have developed automated processes that manage multi-term fee assessment for the students, course fees, etc., which allows the students to see one bill. One of the primary goals of our team is to support automated processing of student transactions which allows Student Business Services personnel to focus on service to the students rather than manually entering transactions and using their staff to manage the student accounts receivables. Our processes are complex due to government regulations and various laws governing how student accounts are handled. Some examples are State Warrant holds, Late Payment Fee Processing, Late Registration processing, student 1098T's, escheatment of student funds to the State, Barnes and Noble e-Book accounts receivable process and many more. In addition to services provided for Student Business Services, we also provide reconciliation processing for FMO, AABS, and other departments throughout the University. We are a centralized Accounts Receivable team doing an enormous amount of work with very few staff to support all the various departments throughout the university who need access to student Accounts Receivable information in order to perform FAMIS reconciliations and government required reporting and automated processing. The overall organizational structure (moving EIS under IT) makes sense from the standpoint that it is a highly technical/functional team devoted to automation and streamlining of the accounts receivable process. Although these processes store information in the Compass database, they are complex and require deep understanding of the departments day to day business processes and student activity. Our processes must evolve and change based on government regulations related to Financial Aid, Tax reporting, Accounting Standards, Registration requirements etc. Accounts Receivable is impacted by almost all decisions that are made throughout the University that have an impact on the student. We often receive very short notice of regulation and University changes that impact our processes, but our team quickly re-prioritizes our efforts to meet the short deadlines, making sure the students are not impacted. There are so many services that our small team provides throughout the University that I am unable to capture here. I hope that any decisions made that would impact the EIS Accounts Receivable team, would involve an in-depth review of the complex processes that we manage and that consideration would be given to the complex nature of Accounts Receivable processing and the impact it has for student success.

In my experience, centralization of IT results in longer wait times for resolving small everyday issues that are easy to fix (ex. need admin password for installation of software). While centralization may make sense for larger areas like security, please keep in mind the need to resolve simple issues quickly to not disturb workflow, which can often be best accomplished with a departmental IT representative.



Further consolidation will cause less and less focused quality support to the end-user and distrust of the University department heads / leaders of IT services, including continued loss of rapport. The forced consolidation of AgriLife IT services should serve as an example, be proof of this course of action's result--loss of quality IT knowledge, IT services, IT professionals, and trust in the leaders of the System.

IT should 100% be consolidated across campus, but this way over simplifies it. Also, if you get rid of the Product Strategy & Communications team, you lose the UX/UI designers for software development. You should also consider having PRODUCT managers in addition to project managers. There are several products on campus (things that need to be managed that don't have a start and end date) that could really use a point person who coordinates with all of the necessary groups.

Support combining these efforts and aligning practices

Consolidation of this magnitude would result in long delays for the services they provide.

- While the departments of Athletics and Transportation have very specific technology needs, the Division of Student Affairs also has similar needs which should be evaluated - Some Division of IT Services can be readily consolidated while others reveal significant complexities which require knowledge, experience, customer service and relationship management that may not be readily available in other IT entities on campus - Student Affairs Services that can be readily consolidated (in order of precedence) - Identity and Access Management (Move to a single PC login on campus) - Service/Help Desk - Database Management - Datacenter Management - Server Management - Endpoint Management - Project Management - Business Relationship Management - The following services cannot so-readily be consolidated given unique requirements of Student Affairs programming: - Student Organization Management Application Development (The Division of Student Affairs has invested 4 years of application development time in consolidating antiquated, redundancy applications into a single enterprise application that manages student organizations across the division - this portfolio would be significantly hindered by any disruption in this area - Licensing and Acquisition of software and devices unique to the Student Affairs mission - A significant number of Camera Systems are currently managed by Student Affairs - Consideration should be given to move all camera systems from Transportation to Student Affairs. - Digital Signage - Programmatic device support not otherwise supported on campus - Agree that a central ticketing and university-wide Help Desk would increase consistency of service across the university - Professionalizing Project Management on Campus is long overdue. The value yielded by a standardized implementation of the profession of project management on campus with yield exponential value - [REDACTED]

I've been disappointed with this unit for. while and welcome any changes that might improve their service delivery.

The emphasis on cybersecurity expands an already talented group which needs to evolve/expand in order to be effective in our current global landscape. Reducing redundancies and establishing pathways for accountability across the organization is a good thing. I think, mostly, for IT professionals across the campus to be able to come together as one team with common goals is helpful. It will hopefully serve to diminish the "us/them" mentality among the various IT units. I'm hopeful that training/continuing education will continue to be emphasized as an essential endeavor in our combined IT unit.

In my view, there is hard enough time recruiting and training talented IT staff before they leave for bigger and better (read: better paying) jobs. One of the reasons the Libraries employs its own IT staff - is that there is a huge knowledge gap in running the kinds of things that are required for library business operations and information management. DivIT just can't seem to provide these things.

IT should be centralized. Also the focus on cybersecurity is well past due.

No issues, made sense. I would like to see more trainings from the IT people to curb phishing attempts. I think people falling for basic scams is a huge problem even with the changes they've made.

On page 72 of the report, it is recommended that Information Technology be consolidated across campus, specifically naming Athletics and Transportation Services as units that have specific needs and requiring a "phased-in" approach. This is far too much for one centralized IT Department to take on. Campus IT already has their hands full and would be spreading themselves even more thinly by taking on handling of Athletics and TPS. Unless the report means for the centralized IT group to have an "Athletics" group and a "Transportation Services" group within it.... In which case there is no real point in consolidating them into one unit. Trying to run this all through one centralized IT unit will only cause

timeliness to go down (one of the strengths of Athletics IT, per their report) and will lead to unhappiness among those who look to IT for support.

N/A

I believe that Endpoint and Workstation Management should be of high focus for reorganization. Consolidation of management experience, expertise, and infrastructure for endpoints could remove the need for dozens of servers across the university and improve services offered by significant margins

I strongly agree with the idea to establish a university-wide Help Desk and ticketing system. It is often difficult to know which group you need to contact for specific issues. Having one universal ticketing system would allow IT experts to route the request to the appropriate group(s) as needed, while the customer feels confident their request will be handled properly.

While consolidation at a high level makes sense, when it comes to boots on the ground where people are touching the actual computers and meeting with individuals, consolidation always lessens the customer service.

I agree with a support the recommendation made by MGT. IT overspends in excess from duplicative contracts and services (multiple contracts with Google, Microsoft and Cisco for similar or the same services)

This makes a whole lot of sense. It is desperately needed; not only from a ticketing system but for the websites. All of the university websites are hurting in a big way and would benefit from consistency and one vision.

This has been a thorn in most people's sides forever, but there has never been a leadership with the support or guts to make real consolidation happen. As long as the CIO has the flexibility and support to execute this centralization effectively and pivot fast and as needed, this could be the best thing to happen to IT at TAMU since the internet. But increased funding and elimination of inefficiencies like the 'Service Center' structure are key.

THE PROPOSED CHANGES WILL BE MORE EFFICIENT AND IT CANT COME SOON ENOUGH

While I agree that IT is rather decentralized, I believe it to be a strength rather than a weakness. The report makes a great point that the personal relationships that exist between the Colleges and their IT departments are strong and help keep things moving. The best course of action, in my opinion, is to establish College IT liaison roles to interface with College IT and the Division of IT. This would allow College IT groups to continue to serve their specific units, while not uprooting the entire support structure that the Colleges have come to expect and rely on. This would also allow for more communication and cooperation between College IT and the Division of IT. Also, the report mentions a few times that the findings were that people wanted "one point of contact" for support. From what I've seen working College IT, that "one point" is the Director of IT. The faculty will never email a ticket system or reach out any sort of queue system. They want to speak to somebody immediately, and they want to speak to the person best in charge. Generally that will get them nowhere, and will often delay them getting the support they need, but they will not change. So including the "one point of contact" as a reason to consolidate IT across the University is a mistake, in my opinion. For a final note: I agree strongly that a single ticket system would be beneficial to IT across campus. But for whatever weight my opinion holds, please DO NOT let it be ServiceNow. It is absolutely awful, nobody actually likes using it, and the only reason we're still using it is because the people in charge refuse to change because their perception is that "it's fine", but it's not. Ask literally anybody that has to interact with it on a day-to-day basis and they will tell you it's a waste of money. There's a reason that College IT groups refuse to use it; because given the choice they will spend their money elsewhere to get a product that actually does the job well and is a pleasure to use.

Need better trained personnel across all campuses. Increase pay to obtain well-trained individuals.

## Information Technology - Student

Please provide your comments related to Information Technology:

N/A

I can agree with the report's view on the disjointed-ness of IT. I've gotten tossed from University Help Desk, to Engineering IT, to Aerospace IT, to the Linux team IT before any work got done. They're certainly understaffed and not

organized. Investment in this part of the university would pay dividends for everyone immediately.

Wholly agree with consolidation of IT services

Don't combine liberal arts and sciences.

There is no mention made as to the current IT infrastructure and how to address recurring campus-wide WiFi outages in the age of increasing reliance on LMS and online modes of education.

I don't think Recommendation 2 will work. A campus wide help system seems too large and I wonder if it would be efficient.

none

This part of the report was well done and highlights the desperately needed improvements with the IT department.

The wifi needs to be more reliable on the quad

None, agree with the MTG Report.

While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

IT is very nuanced. In the atmospheric sciences department specifically, we perform postprocessing of model data from NOAA's National Centers for Environmental Prediction. (<https://hdwx.tamu.edu>) This requires quite a lot of technical upkeep, and keeping this processing active is critical to forecasters in our department and the general public. Replacing the college of geosciences IT department (many of whom have bachelors/masters/doctorate degrees in meteorology) with an unspecialized, unified IT department will almost certainly lead to the end of this service.

They are the best!

I think a more centralized IT department would be beneficial because often, when I need help, it is not always clear who to ask (my local/department IT unit, college IT, or university).

In recent years, our college has slowly transitioned away from departmental-specific logins/email to using resources offered by main campuses IT. From a user perspective, I think it has been successful. My only concern is whether there is equipment/databases/applications/etc. that are so esoteric/legacy that will still require a college-/departement-level IT force dedicated to their upkeep/maintenance.

I thought Help Desk Central was the university-wide help desk and that IT was there, too. Also, I think it's handy that IT has satellite offices, like how there's one in Zachry.

Please don't do the plan. It's not a good plan. We don't like the plan.

Good.

Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

I don't care. Do whatever is necessary so that the university does not suffer a ransomware attack or other breach in

cybersecurity.

Good

No comment

N/A

Information Technology infrastructure is really outdated for a university as big as Texas A&M University. As a TA, I have seen countless students experience software problems. When they approach the respective IT departments for help, they don't get a lot of help. This has happened quite a lot. They IT personnel are not sufficiently trained to handle certain software-specific tasks like licensing issues, etc.

Please don't change anything.

As [REDACTED], I worker within [REDACTED]. The IT infrastructure at A&M in convoluted and bloated. I agree with the assessment that all IT services should be placed under one administrative structure and streamlined to improve effectiveness and reduce waste.

Consolidating IT across campus is important.

My main question is where will all of this consolidated IT be housed? I do not believe the current main campus facilities and physical/technical infrastructure cannot handle consolidation at their current states. In regards to consolidating Help Desks, the organizational and policy structure is not their to facilitate that sort of process, in addition to the physical/technical infrastructure.

Provide the resources needed for each college.

It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

None

Centralizing the IT department and prioritizing cybersecurity is imperative for the ongoing success of the student body.

Bring back 14+ day validation with DUO Push.

WiFi Sucks

This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be it's own department.

n/a

Centralizing IT could be beneficial in the sense that we won't need to contact multiple help desks for different problems.

My concern would be whether centralizing IT increases wait times via phone or ticket.

Tamu should stay and operate the same. No changes.

AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

n/a

This seems like it would be too complicated of a system. If someone's computer stops working, the IT of that college should be the ones fixing it; this should not go into a centralized system that would be a nightmare.

Information technology is helpful especially during the period of the covid-19 insurgency.

Consolidation seems wise but technically complex and should not be rushed; even utilizing multi-year stages if necessary. Of everything here, this will most immediately and directly impact current students if it is performed wrong.

n/a

With the advancement in technology, there is always room to review this branch of our university. The report lacks evidence however for the propositions. Such changes demand a more conclusive study. better research should have been conducted to propose such changes.

Trying to centralize IT seems good in theory, however alot of small jobs and hardware fixes gets handled by departmental IT which helps leave the big stuff to the central line. Thus getting rid of departmental IT would significantly inhibit learning for both undergrads and graduate students. For example a computer that I teach with was broken late one evening, the IT in my department had it fixed within 4-5 days due to the proximity of them and ability to take care of it immediatly. I am not saying that centralizing the IT structurally is bad, however there should be IT stationed in each department for these types of walk in/call in help should it inevitably happen. This allows for quick response times to problems that if not fixed can inhibit student productivity

N/A

N/A

Campus wifi is bad. Need to install more routers for the 70+ students on campus everyday.

IT is often very helpful! Whatever support they need I think is great

IT individuals already feel stretched to meet their department's needs. To put more Responsibilities under their belt, would make them quit.

They are helpful, generally, and have good hours. Certain websites are known to crash on certain days due to traffic (which at this point should be expected), including Registration and Ring Day. This is frustrating.

Asserts, without evidence or consideration of the university's large size, that centralizing Information Technology and Human Resources services in a university-wide manner would increase efficiency, timeliness, and consistency.

I would like to offer a suggestion that might help to alleviate some of the issues with IT. Splitting IT off into an IT section and an AV (Audio/Video) that could assist in more of the problems that may bog down the IT ticketing system.

N/A

IT should not be centralized. Each school has its own IT needs. TAMU- Health has completely different IT system compared to the main campus. If we had a centralized IT system, there would be more confusion.

n/a

AMAZING. I go to them every semester.

None

In different as long as they aren't liberal, the better the WIFI the happier I am

I read what yall talked about and I don't think you understand the problem. the whole website is trash. So many errors

and links that dont work and links one pages just bring you back to other pages. if I search for the College of architecture into howdy you would think that a link would come up that leads you to that colleges webpage. NOPE. the first thing that comes up is how to make a payment for your sports pass. I hope that yalls solutions are going to fix this but just adding a help desk and a better reporting soft ware arent going to do anything because the whole damm site needs to be fixed.

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n/a

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I think that we pay enough money to this University to have a consistent and well run internet connection/service. I honestly do not understand why this is not a reality. I fell like this could be remedied.

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N/A

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I believe cybersecurity should be an important focus.

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Consolidating all of the IT Departments under one centralized IT Department will cause a reckless bureaucracy. Especially since the report singled out separate departments for Engineering and AgriLife, I am extremely certain that other departments rely on having their own departments. The easiest example is the Athletics IT department, where systems and particularities are custom to the needs of the Athletics department, and adding a ridiculous chain of command to go through will not just cause headaches for IT staff, but also Head Coaches and end users who all hood vital positions that require a unique IT department. The Athletics IT Department already has a great management style and network established, along with the Help Desk program they utilize, it allows them to operate as one machine that effectively and quickly responds to issues. Changing this aspect of the Athletics IT Department would severely affect the efficiency and effectiveness that end users are currently used to. Please, for the love of all things holy, do not create more bureaucracy in the name of cutting bureaucracy. Everyone that has been in the IT industry goes through these management changes, where someone comes in and says that the IT department is too large or not properly organized, so they cut it down (or worst) outsource. Then another manager comes in and says that the IT department needs to specialize, and the department grows. So, take a look at how mistreated IT departments are at other business and take notes from the actual IT professionals that will have to live with these decisions.

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I do not agree with the consolidation of all IT across campus, it sounds like a recipe for disaster, long wait lines, and problems that will arise when faculty needs IT help within their own department. Same for University wide help desk-unnecessary and seems like it will hurt rather than help.

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I very much agree that the technology at TAMU needs to be improved campus wide.

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I respectfully think that there shouldn't be a merger of departments or libraries.

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Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

---

Meteorology is such a specialized department and so then is our IT. Consolidating IT across campus would be an astoundingly dumb decision. Our IT staff know our specific needs and how our equipment works, so why would we have someone who works in the College of Liberal Arts try to fix our virtual machines, our coding programs, our weather cameras, our weather model website? General things like a bad connection between a computer monitor and a projector, sure, any IT person could fix. But our particular technology? No. It would just significantly slow an already time-consuming process down. Same goes for the Help Desk and ticketing system.

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Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

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One thing I did not see but is desperately needed - at the graduate level at least - is updated equipment. In our department - they have computers for grad students - which is great - except that they are all at least 10 years old, and the majority don't function - or if they do, are too old to run the software we need to run. They basically collect dust (there are roughly 30-40 computers in our grad area) - and we either have to use the lab - which has newer but still not new computers - or bring our own computers. I don't know if there is a trade-in/recycling option that we could use to

replace these with - but given that fees we pay are supposed to provide these computers something needs to be done.

I do not have comments for this.

None

Like the idea of centralized help desk and investing in cybersecurity

none

increase of technology, that is adaptable

As a member of Texas A&M Health, I feel there is limited support for Health professional students, especially after hours. I understand the needs are different, but the main campus Help Desk is so much more robust and helpful than the Health one. Even though my investment in school is significantly more, I feel we are more forgotten.

I was working in the late 90s in the areas of IT when CIS tried to work with all the departments. I thought this was a great idea, but across campus and even to this day, everyone believes they run IT better. [REDACTED]

[REDACTED] I can see the need and benefit of a centralized system. I talked to the System level CIO and many IT admins at TAMU on the rationale of centralized administration. The removal of 500 email servers was a good start. Now with multiple tenants and more security breaches, there is no telemetry or control from a central level to understand the patch level of OS, 3rd party applications, or other vulnerability nor the power of a shared management platform to manage all machines identically across the campus. This should also strengthen the cloud initiatives. The current distributed IT org is a large waste of resources from the perspective of money, IT time, and Nonproductive time caused to employees.

N/A

I kindly prompt you to accept all recommendations. Your office ought to improve.

n/a

Most recommendations seem obvious, and I do not know why we were not doing this before.

N/A

NA

The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

A frustration during my graduate research was gaining access to computing resources -- the College of Geosciences had a completely different set of computer resources from the rest of the university, and supercomputers were located in a completely different college! This made it unnecessarily confusing. I am in favor of the recommendation to consolidate IT.

As a graduate student researcher, I have greatly benefited from having consistent faces to interact with within the department of Petroleum Engineering. I'm concerned about the proposed centralization of the IT department. For example, [REDACTED] helped troubleshoot issues related to both software and hardware issues setting up a fiber-optic data acquisition system. On another case, an IT personnel upstairs was able to quickly fix an urgent audio-visual system issue prior to a class beginning. Without this direct access, that class might have been canceled for the day. Past experiences with centralized IT departments has proved frustrating for complex IT problems. One IT personnel fixes on part of the problem, but then another related issue comes up, but you have to start from scratch with a new IT personnel randomly assigned. If the IT department is centralized, I think that dedicated IT personnel should be assigned to each academic department to help mitigate some of these issues.

The report made it sound like A&M barely have an IT division. I was surprised to find out that it was decentralized.

The prospect of having a centralized IT help desk for the whole University isn't a bad idea. I currently work in the Geosciences IT department and every once in a while we have to direct a call or ticket to another department. It's not a glaring issue, but it is one that can be solved with this implementation. More often than not, faculty will contact us

about an issue that we have to contact the Division of IT about. It all depends on the type of issue though, but I do think a centralized IT help desk that focuses on specific sections of the campus would be more efficient than the small IT conglomerates we have in each College.

I think a centralized IT dept. is needed. All campus computers should be integrated together without certain divisions/colleges having different logins.

Should be accessible campus-wide, creation of more units or groups to help other areas of campus and other majors and departments.

N/A

## Information Technology - Former Student

Please provide your comments related to Information Technology:

My friends and others working at A&M have a very common complaint across the board: they don't get adequate training by any IT staff when they start their jobs. Training such as which copiers/printers to use, how to use them, how to program their laptops and PCs to access the files and tools they need for their jobs, etc. The second biggest complaint I hear is that they get different answers from IT staff regarding problems that arise. Centralizing staff and getting IT staff trained properly can help greatly in their ability to then help others outside of their department. Having worked in IT for an employer for nearly 30 years, I know this is a very difficult situation. But it's not impossible; this CAN be accomplished with strong internal leadership and staff who can empathize with those they are helping.

Consolidation of this function should provide benefits, but it is important to ensure the maintenance of a high level of responsiveness.

IT was a mess when I was a student, when I was a grad student, when my brother and sister were students, and seems to still be a mess. I would support trying almost anything as the current process can be put in the "ways NOT to do it" column & move on. This is the biggest area where I feel a world class institution that I love has failed the most for the longest, with seemingly no way to right the ship. Please try anything and everything suggested, as I don't think any of the changes would make anything worse.

Centralization will not work with the specialized software needs of each Academic group.

Do not centralize. You will lose knowledge of specific needs. Not all departments or colleges have the same needs.

none

Be wary of cloud services, always have your own back up capability, cyber security, and organizational control.

I concur with the report findings.

Howdy, My name is [REDACTED]. I am a [REDACTED]. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I start work for Zachry in five short days. I have always worked in engineering when I was using my degree. I worked for [REDACTED] performing project controls. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that



██████████ has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards, ██████████

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Good job during covid

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Seem to have a high number of IT issues for a world class university

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Rec #1 - I support the consolidation of IT across campus with a DEFINITE vote of "yes" for a university-wide help desk and ticketing system. There needs to be transparency in the service level agreements for resolution and clear definitions of how "emergency" items are addressed. TAMU cannot continue to have WIFI outages at the beginning of every semester. If the IT capacity is overextended, then STOP admitting new students until you correct capacity constraints.

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I do not have the expertise to comment on this area.

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I agree with the recommendations for centralizing and reorganizing Information Technology.

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Recommendation #1: Consolidate Information Technology across campus. Agree Recommendation #2: Establish a university-wide Help Desk and ticketing system. Agree Recommendation #3: Prioritize cybersecurity to ensure campus services are not compromised. Agree and partner for learning programs for cyber security with Computer Science students Recommendation #4: Utilize project managers Agree if deemed necessary based on the scope of the project

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I attended TAMU in the 1980s when a central Data Processing Center more so "controlled" University-wide computing versus offered support. Consolidation of senior management roles and functions for the sake of creating and enforcing standards where commonalities exist such as security is essential. However, the diverse computing resources across colleges and departments vary widely, and should therefore be managed and controlled by individual units. Centralized computing goes against the spirit of academic freedom. A University-wide help desk works in support of foundation basics, but in cases where the issue is unique to a department, these should be transferred to the department or college for direct assistance. Security simply must be a centralized focus to ensure if not minimize breaches campus-wide. The use of project managers under a PMO would be an invaluable asset to the University.

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Concur strongly with the recommendation to prioritize cyber security investment.

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Important area because of the rapidly changing technology we face today.

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See above comment on centralization. Plus, will allow better focus on and accountability for cybersecurity.

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No opinion

All findings seem to be positive with good recommendations

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No comment.

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a. Recommendation #1: Consolidate Information Technology across campus. i. Finding 1: Agree b. Recommendation #2: Establish a university-wide Help Desk and ticketing system. i. Finding 2: Agree conditionally. It's a good idea in theory, but the implementation and oversight MUST be managed carefully to keep it from becoming "unmanageable". c. Recommendation #3: Prioritize cybersecurity to ensure campus services are not compromised. i. Finding 3: Agree d. Recommendation #4: Utilize project managers i. Finding 4: Agree

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Any consolidation into a central organization should include ALL Colleges and departments. If you exclude some Colleges due to special circumstances, others will follow and the organization will continue to be decentralized.

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Centralized IT seems to be badly needed, but there is a danger of becoming too rigid to meet specialized needs or to stifle innovation.

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IT rocks! Every time I've needed info, I have found it. Well organized!

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The wave of the future

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Information technology requires a team

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The plan suggested should be implemented. This should also be fully under one control with full time staff. Stop the part time staffing. What does the title liaison mean? It's certainly unclear to an outsider unless it matches its dictionary definition.

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Good suggestions; possible it could slow response to problems.

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Ditto my comments above.

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Absolutely needs consolidating. An emerging technology and need and with so many different components all trying to do their own thing is becomes a traffic jam and inefficient. Reorganize and centralize. make cybersecurity a priority and have one loud voice instead of many.

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As a Computing Science major, I spent my entire career at a major corporation in the IT function. I believe the recommendations are sound and also align with industry. Although change is difficult for many, the centralization of the function will benefit the individual departments, especially with support, standardization and common ticketing system. Common processes will also benefit in the security and cyber security areas. As a former project manager, I agree with the assessment that dedicated project managers managing projects is more effective than managing projects part-time while doing the normal job. A key, though, is getting very good representation from the colleges/departments to make sure that the projects continue to align with the objectives.

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This is a challenge. I am not able to comment well.

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PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. [REDACTED] and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of Alvard and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children

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there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

N/A

Centralization is again a best business practice except for niche technology unique to individual college units. BUT centralization cannot effect some and not others or it will lose its effectiveness and efficiency.

Very good move. I was shocked by the report. The current state of thing makes no sense and is dangerous to the students and faculty.

This is one of the few areas of the report that seems to stress the opportunity for fiscal improvements.

None

The description of the current organization indicates there is a lot of room for improvement in this area. The suggested reorganization strikes me (an amateur) as effective

Finding #1 - Probably a good recommendation. Finding #2 - Okay, but watch out for this process to bog down in its service. Finding #'s 3&4 - Both are good recommendations.

Cyber security is always going to be a challenge with an organization the size of TAMU. I would suggest that the Bush School has faculty that is focused on such issues that may be helpful a a high level. Clearly, a centralized IT department is highly desirable; however, it is critical that the various colleges and departments have the flexibility to utilize software (both commercially available and proprietary) in order to effectively educate students and support research.

Approve the recommendations.

Na

Support 1,2,3,4 recommendations. Skilled & highly functioning IT department's / services critical to all.

Consolidation of In formation Technology should not compromise access to the operating units of the university for rapid technical support.

None

No Comment

Improving technology use throughout system would be beneficial.

Agree with the recommendations but I'm an outsider.

Periodic review and recommendations for improvement to operating departments is a good thing. If the study shows these to be wise moves, then they should be implemented.

Since most close to retirement better get busy hiring new talent!

That the investigators doing this report, and the President's Office, is unaware of the current centralized ticketing system we have (Service Now) thoroughly demonstrates how incompetently this investigation has been done. If we want a "centralized" service ticketing system, then incentivize departments to use the one we already have and adequately support it.

Similar to my comments on centralized Facilities and HR, IT must be responsive to individual departments. In my experience at a large research facility, we had a centralized IT department but individual divisions still needed to in-house people to respond to priorities. I think this part of the report is a little pie-in-the-sky thinking.

Security in technology is essential to continue Texas A&M success.

No Comments

Seem like reasonable recommendations.

Same as Facilities: I support the concept but believe there will be substantial inertial resistance. This change will require strong leadership and cross-functional executions teams with both high level goals and detailed planning metrics to

measure progress and achievement of outcomes.

Uninformed, so no comment.

N/A

As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments. Not only would it be horribly inefficient for all of these departments to duplicate their courses, but silo others within funding efforts. The digital programs shared by each department are very important.

The recommendations should be implemented. What does a Project Manager actually do?

Agree

While centralization of IT services is commendable, the College of Architecture, like AgriLife and Engineering utilizes specialized software that deserves its own IT staff to help manage and troubleshoot any issues that arise. I would recommend and urge that more thought be given to the recommendation that the College of Architecture be placed under the centralized umbrella for IT services.

Recommendation #2: agree. This is what the USAF uses and it works well.

The one area that you are correct. Decentralized IT is a bad thing. Shadow IT creates risk to the university and puts the entire school at risk. This should be addressed through policy and org charts. Centralize, but segment.

I'm sure that everything that was said about IT shortfalls at Texas A&M is spot on, as IT seems always to be one or two generations behind the times, tied to legacy systems that seem to hang around forever. This is one area where the slow evolution of IT capabilities will no longer meet anyone's demands.

The recommendations seem to make good common sense.

No comments

I recall from being at A&M that there was always this fight for resources in IT. I can only imagine what it is today. It has to big enough in resources to provide for all TAMU and be service oriented enough that no one is excluded.

Sometimes diverse functions offer a level of security and prevention from attacks by other countries and hackers seeking money.

Agreed

Yes - these look like great ideas

na

Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

None

if currently there are multiple IT solutions across the campus and departments, these should be standardized and upgraded to current technology standards.

Enhancement in IT is needed.

No comment.

Recommendation #2: This is fairly selfish of me, but as a ChemE major we had amazing IT and advisor help. They were great. Going to a centralized system will probably help the rest of the students but would have hurt the ChemE department in general. I understand though that not every department can have the amazing advisors and IT help that we did.

No informed comment.

No specific comments.

N/A

I agree with the recommendations in the report.

Why do you need a Chief of Staff?

XXX

When IT becomes remote and distant, I feel that services suffurs. Also IT needs a certain autonomy in deciding what to support since graduate students often have unusual needs that may require personal help, support and attention.

Consolidate it.

Sorry - I was born in 1940 and use as little technology as possible. But - you might want to consider developing technology that is as friendly as possible toward people like me.

Recommendations sound logical.

Agree with assessment.

Consolidating information technology services is a fantastic idea. Using the same process and software, along with cross-training employees with different departments will improve services and the bottom line. With that said this is a huge change and careful attention must be paid to the individuals who will be affected. Buy-in is a must for this to succeed.

The report does not provide a cost/benefit analysis of the effect of these changes. In some cases, the offices may need to be moved physically to be in one location. It can be a very expensive proposition with no clear returns provided. Texas A&M University has withered the challenges of the last two years very well. I am not sure why such drastic steps are being asked. What will be the benefit?

IT was in its infancy and not a big issue during my student years. However, today it is very critical to the overall function and needs of any organization. It needs to function seamlessly across the entire system.

None!

The general emphasis on efficiency and eliminating duplicative efforts is good, particularly if some of the resources saved by the efficiency could be used to reduce tuition and other costs of attendance.

Probably the single most critical area for centralization.

none

A&M should be doing what it teaches in IT and follow these recommendations. I imagine there are many retired or near retired former students who have this expertise that are willing to consult at a very low cost. I am at least.

I agree with recommendations.

None

I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

As a former technician from Student Affairs IT, consolidating the IT department is a gigantic hurdle. While I agree with the initiative, it will take 6 years minimum. I have a feeling the university will try to rush the process, which is going to be catastrophic. One single example is the Corp of Cadets, which is currently handled by Student Affairs IT. They work with government technologies that no other department uses and is confusing/opaque even to Student Affairs IT. Merging all of these different systems into one monolithic org is easier said than done.

I agree with the recommendation for a separate school of visualization and a single department for IT services.

Usually a great help! I used to work for IT help desk myself

See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes based on this report.

Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

stay at the top of technology. but a help desk situation is not perfect either. it does look as if TAMU is behind on upgrading IT.

In favor of the realignment of IT.

Yes. Agree that this should be centralized. User satisfaction surveys on help desk should be random and not 100 percent.

An overarching IT help would be great. However, specialty IT in each department would still need to be available. With a campus as large as A&M, one centralized IT department would provide challenges to those departments that may need immediate assistance. Additionally, IT departments (such as the one for Petroleum Engineering) are very knowledgeable about the equipment in that particular building and know about the things that may go wrong/equipment that usually runs into problems, etc. More awareness needs to be made about how to get in touch with IT, as a student and employee it was not widely known.

if we are to fix "unity and purpose and effort: at Texas A&M, then this needs to be fixed as a job one enabler to do that!

N/A

Viewing what I receive as a former student, all is well. I hope we are protected from cyber attack.

I would definitely utilize project managers for each IT project and have set time line goals not to exceed 5 years.

Streamline operations per the report.

See above

Centralization of services could be beneficial. This is the trendy thing to do everywhere. Do not outsource, though.

No comment.

Things could be improved overall if IT was centralized, if it had a ticket helpdesk, and if tech solutions were implemented more thoroughly and efficiently. We have the tools to streamline certain tasks and processes, but I don't see them being widely implemented or used. Security is lacking too.

No comment

Don't take good jobs and pensions from the citizens of College Station.

I'm not qualified to comment except that I know it is important

As a former Viz student in the game design track, consolidation of Information Technology would greatly have helped us. The systems and tech we used there was practically foreign to IT, to the point where we knew what we needed but had to move heaven and earth to get IT to do it for us, and ultimately used our own devices most of the time.

The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

Recommendation #1: Consolidate .... Agree. This should have been accomplished years ago. Do it now!

Recommendation #2: Establish .... Agree. This goes along with consolidation IT across the University System.

Recommendation #3: Prioritize .... Agree. Cybersecurity is vital in today's IT world. Use outside experts as much as possible with this issue. Recommendation #4: Utilize .... Agree. Hire and train the very best professionals.

I support these recommendations.

Not that specialized IT support won't be needed, but it does sound nice to have a centralized help desk that can sort through the requests to get them to the right people. Cybersecurity increase is fine as long as the emphasis stays on keeping information private and not becoming invasive into spying on students and faculty with the guise of Cybersecurity like the US Government did after the 9/11 attacks.

There are way too many part time employees. IT could run with substantially fewer employees. Again, we don't need kingdoms. The IT function should be consolidated and keep only those who can truly pull their weight. Too much money is wasted in this area.

No comments. Like the idea of centralizing it as much as possible. Cyber Security will continue to be critical across all elements of the university and system moving forward.

Good!

All departments must integrate IT into department affairs and classrooms to the level indicated by projections of future needs and growth.

It will be nice to have more resources for fixing IT issues and helping keep the system secure.

I agree with the report.

It would be interesting to allow all of see the course schedules each semester even though we are no longer students.

TAMU should absolutely be the best in the world regarding IT at every level. From use within the Administration to the Academic Degrees. Whatever it takes expense wise needs to be applied and made available to update TAMU to the premier venue for IT advancement and discovery.

MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

IT is pain, no matter what. Nobody will be happy with whatever solution you find. Consolidating under one system does benefit your ability to respond to threats, which can only be increasing. Take a look at what DOD has had to do and does daily.

Consolidating IT should've been done decades ago. Good move, and necessary.

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Loved the continued consolidation. One point of contact is a great plan across all organizations.

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Agree

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Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

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Having an IT department in each college would help.

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I don't understand the issue enough to have an opinion here.

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centralization of decisions and spend is consistent with moves being made in the private sector so 100% supportive

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Does the computer work for you, or do you work for the computer? A good IT group will allow the computer to work for you.

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N/A

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A&M Departments and Colleges can raise more money by understanding that people over 50 have special needs related to surfing websites. A&M websites are designed for students, but often there are websites that are portals for donations from former students and friends of A&M. Older people have money to donate ! A website that is difficult for them to navigate does not help them... example... many seniors see a web-page and don't even understand they have to scroll down to see more important information. Senior-friendly web-sites have the important information presented without the need to scroll.

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Agree with the recommendations from the report

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Like

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Absolutely consolidate so systems are integrated across the entire campus. Curious that this org chart has all senior leadership with few positions of actually middle level or entry level employees carrying out the actual work f a centralized IT office.

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Support

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133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

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I found it curious that IT was the only area singled out as providing "little training or consistency for individuals who lead special projects." Project management was mentioned in other areas: Facilities, Enrollment Management and Communications/Marketing. In addition to these, I am certain there are even more areas than those mentioned that need to execute their projects well and may warrant professional project management. Do all areas except IT already excel at project management? I don't know, but across a university-wide, de-centralized organization, I would doubt that all the others areas ALL currently excel at project management. Why then, was IT the only area highlighted as needing to improve project management? And, why didn't the report point the IT organization to sister organizations who are already performing project management well, from whom they could seek guidance and maybe even assistance?

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Each department is better off having dedicated IT teams even if it's more expensive. Personal relationships go way further than a distant centralized IT team. As mention in the report, much of the faculty is older - close contacts will be better. Besides I remember there being a university IT team anyways.

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huh

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As a professional technology consultant that has worked with large enterprises, all of these recommendations are spot on and should be implemented.

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I have no issue with the idea of consolidating IT to streamline it. I think the main issue of consolidating and then expanding IT makes no sense though. You're doing work to achieve what exactly?

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(Not entirely relevant to this section, but) The acknowledgement of AgriLife and Engineering as independent entities by Agency status without description or definition while noting other department specific issues with Athletics and Transportation is a decent example of the kind of lacking transparency perceived from administrative services. Much like I've said for other areas, the personnel of IT across areas should have a significant role in designing any changes toward a centralized structure.

I agree with the findings and would be interested and receiving additional details or updates as they become available. My company has been going through similar changes and the results have been outstanding.

Again, when I worked at OIC, I was on a committee to discuss bringing ethernet to the university. Times have obviously changed. I do not know how technology is managed on campus now but if centralization occurs, the emphasis should be on what individual stakeholders need and be a true customer service department with metrics to insure all needs are met. It should be entrepreneurial, always seeking better ways to provide the needed services.

no comment

None

As someone who worked in the help desk at the Bush School, I was constantly confused why we weren't more integrated with the rest of the university. There should be significant efficiency gains from consolidating. Also, why are there not currently project managers? This is a no-brainer.

Way beyond my scope of knowledge.

Having worked for 16 years at a jurisdiction that has had IT centralized, I can safely say that it was intended as a way to control the various efforts being conducted by various departments. Unfortunately, a centralized IT does serve the purpose of a large (10,000 people) complex organization of many departments with a multitude of IT needs and using varying platforms of databases. It is now 10 years into this transition and it is only now the leadership has hired external IT experts to listen to staff to return some of the ownership back to some departments. I suggest if you centralize IT, that you listen closely to your clients needs (they are not wants or desires, they are needs), and then make plans from there to assist THEM in their work. Centralizing IT can be helpful but it can be a big mistake if done without skill and grace.

Data needs to be protected, collected, analyzed and shared. Reporting should be accessible to various levels in the organization based on their needs. It sounds like the plan is seeking to do this.

More user friendly howdy portal.

Increasing cybersecurity should be a priority. If you centralize the departments, make sure you have fail safe processes and can prevent the failure of the whole "centralized" university IT network.

Expensive to retool this area, but it is the only way to be efficient and stay abreast of technology improvements to centralize the function and roll it out with a command structure.

None

We should be cutting edge as far as technology available to students and former students and we have an obligation to protect private information.

Agree with recommendations

None

N/A

Agree on all recommendations, especially around cyber security.

We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

Must stay at forefront of information technology.

They need more money or we'll lose them

Separating AgriLife and Engineering indicate there is still clearly a preferred set of colleges that get special treatment. Either fix everything, or leave it alone. I saw no mention of investing in increased bandwidth, better wifi, partnership with mobile carriers to increase services across campus. I think this is critical for any successful university.

Yes, there are efficiencies in centralization of Finance and IT. However, every organizational unit should be provided funds and freedom to support certain finance and IT initiatives that would never get approved when stacked up against the entire university's list of priorities. So...recognize the inefficiency of centralization and allow for compensating processes.

See my comment on facilities

A&M is 10 years behind the curve. Costs big money to hire a pro from CA or NYC to help catch up. More ties to military and industry could help.

These seem very necessary!

Stop promoting/prioritizing the job

The recommendations are solid and should be strongly considered to improve a deficient IT system.

Strongly, strongly support centralization of IT across all of the university. As mentioned above, separate IT organizations result in vicious wars for the same \$\$\$\$. Also support university-wide help desk and ticketing system. Amazed/dismayed that one doesn't already exist.

no comment

Why doesnt IT department have a project to move pulling tickets to "ticketmaster" like platform to pull tickets. Students standing in line 8-10 hours or more is a time honored tradition but thats just way too much time in this day and age of digital world.

I did not see adequate cyber security measures for the research programs that are the most sensitive. This is in an environment where theft of ideas is a daily activity.

All recommendations make sense and should have action taken on them quickly. Especially the cybersecurity initiative. Additionally, establishing a PMO first will help with the other initiatives getting completed in a timely manner.

Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

I get the feeling if this was already "centralized", the consultants would say, "it's too centralized, you need to decentralize".

Consolidate it.

It appears that the University is providing technology to many venues, such as the USA

I agree with the recommendations, as from a student perspective, this was one of the most frustrating parts of my college experience at Texas A&M. There was a separate website/portal/module for everything.

See comment above, in HR section.

none

MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

A centralized help ticket org will develop into a massive and ineffective service desk. Better to keep this decentralized so that departments have specific accountability—a person who is responsible for metrics in that particular Dept. A centralized help desk will become a black hole.

Protection from pornography and illicit schemes/crimes would be important to filter off of all student/teacher/staff/guest devices while using the TAMU wifi and internet.

fine as presented

Finding #4 seems odd. PMs are valuable (I am one), but they are not everything and they should not be implemented without a means of organization (PMO for example). It is not mentioned how such PMs will be organized in the midst of the other recommendations so that they support centralization rather than accelerating decentralization. This could be an option, but wow... They really shorted their research as far as how this might actually work. This is a dangerously under-supported finding. As a current PM and former consultant, this recommendation would not have left the draft stage of this presentation as it is currently formulated.

Which department this belong? It was under computer science at my age. It has changed so much and is more than our spouse everyday. Very influential with great impacts to human future

HOWDY website and links is still too fragmented. Central portal requires much more streamlining.

May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. Regards, [REDACTED] Class of 2014

No comments.

Both business and the military will be focused on cybersecurity in the next 20+ years. TAMU should position itself so that Aggie grads will become leaders in these areas. Cybersecurity basics should be taught to all students. Corps of Cadets members should be prepared for the electronic battlefield as well as the physical one. TAMU should take aggressive measures to become well-known in offensive cyber operations. See BYU and RPI as examples. We are already considered to be 2nd or 3rd tier in this area. This should not be allowed to continue. The University should aggressively invite cyber researchers and industry representatives to campus for seminars, recruiting events, etc.

For the most part IT is good and works well.

no comment

I think one central IT is SO much better than different ones. SGA advocated for years for centralization like this and it seemed like we weren't heard. I am glad the firm's recommendations are being taken into consideration.

## Information Technology - Other

Please provide your comments related to Information Technology:

Oh man. It is a shame how poor the "band width" is on campus (and actually in the area as a whole). Expanding internet reliability and connectivity should be job #1.

I am a firm believer in shared-service models to provide across-the-board services to a division, company, or enterprise. My own department was created with that goal in mind. In 2011, the then Associate VP for Academic Services had 5 departments that had disparate IT and business services. Each of the departments had its own business personnel that provided accounting, human resources, and travel services. The departments either had their own IT personnel or commissioned the Division of IT (né TAMU IT and CIS), to provide their services. In both business and IT matters, the departments received different qualitative levels of service. He then commissioned [REDACTED] to address these issues with IT, and [REDACTED] for business services. [REDACTED] formed the shared IT service department, "IT Academic Services"

(ITAS), but other division heads saw the effectiveness of this model and commissioned ITAS to provide their IT services. I don't know why the then Provost changed the name to "Provost IT Office." There was no reason to do so and if there was, "IT Academic Affairs" would have made more sense. Despite the unfortunate name, we now serve same-level quality IT service to 55 departments in 4 divisions, and concierge service to the President and Provost Offices. This being said, I love the idea of a campus-wide shared service and welcome the recommendation by MGT. It makes complete sense to provide same-level IT service on campus to students, faculty, and staff. But there is the question: is it achievable? The Division of IT has never been able to provide a shared service across campus or ensure that all departments received the same level of service. This is due in large part to the cost-recovery model they have had since at least when I started with the University in the 1990s. In fact, their last audit shows that they still have issues delivering compliant, let alone quality, services. To achieve what MGT recommends, the mission and structure of a central IT service need to be reworked into a service-industry model, which is what all Information Technology should be. If the idea is to move all the fast and nimble ship's crews to the lumbering, leaky dreadnought, then I would expect a huge step backward in quality service for the University. If the idea is to consolidate the fleet into a reformed single unit behind a refitted, state-of-the-art carrier and admiral working for the University leadership, then I think we can achieve great success.

Regarding recommendation 1, it is not certain that consolidation will result in efficiencies. That is, the expected particular efficiencies are not described or defined. Are these efficiencies in service, cost, time, etc.? And efficient from who's perspective? Are these efficiencies for the institution, the colleges, the departments, the faculty and staff, or something else? Moreover, the proposed organizational chart is poorly done, inadequate and appears incomplete, as if someone didn't finish their homework. Do not agree with rec 2. Do not agree with rec 3. Do not agree with rec 4.

NA

Do not make an assistant professor having trouble with her computer go to another building to get help. Do not overcentralize IT. The current HELP line service is A+.

Long over due overhaul and study of IT on our campus.

Centralized IT is a must to mitigate cyberthreats. Reporting, management procedures, strong Cyber Policies are all critical to long term success. A project management office staffed with effective project managers can help implement strategic goals and security standards throughout the University system.

It is a relief to see that centralization is key to the report. There is nothing more frustrating to users of technology than to experience divergent and incompatible systems

Coming from a 200 yr old company, DuPont, as a Business CIO, I see many of the same trends identified in this report. Centralization is required to simplify business processes and improve operational effectiveness. The execution of change mgmt that follows this report is imperative. Without adoption you will only have disruption.

Your calling for PM's is wonderful, I was a member of "one" of the many many PMO implementations over the years. Problem 1: No long term support for the practice of project management, no metrics to measure success). Problem 2: Wasn't the PMO or the PM's, it's the Faculty and Staff who refuse to change their ways. We taught hundreds of aspiring PM's how to work and provided licenses and training on centralized software and only one faculty. We developed a 20 min short course on what it meant to be a Sponsor. It was killed off and never advertised. We and our students were actively undermined by other IT groups. The general feeling was that the sponsors of projects would lose control (or face visibility) so they would have work done that wasn't called a project, dis-invited people functioning in a PM role, wouldn't spend money to support training and development past a minimal "check the box stage", and in some cases condoned abuse to drive away the PM's. I found the environment so toxic I went back to Industry. Another issue, you aren't going to get the right PM's for the salaries you've been paying. Your rates won't attract AND KEEP anyone who can move the needle. If they are ambitious, they will work a year, then move on. If they aren't they aren't effective, get the blame and get laid off during the next re-org/financial crisis. And the PMO and PM role gets the blame when in fact, it's a Leadership issue.

none

Upon receiving my PhD, I was hired by [REDACTED] to serve in their HR Department as a Leadership Trainer and Developer. I was very successful in this department under [REDACTED]. For several years I observed the high caliber of employees they had. The overall feeling inside IT was that they would be more effective if centralized. [REDACTED]

commissioned two high-powered organizations, including Deloitte and Touche to determine how we should be configured. Both reports said that IT should be centralized for better use of personnel assets and mission performance. We believe that our HR office would become larger with a gain of more IT personnel from around the campus. Instead, John Sharp decided to decentralize us. It made NO sense at all to any of us. As a result, personnel from throughout IT, including our HR office, were reassigned all over campus. Now it appears that the new study recommends the centralization of IT resources again. Amazing. Don't miss this opportunity. Do it! Consolidate these missions.

As the [REDACTED], I want to provide the following feedback and information about the Libraries Information Technology: The Libraries has centralized and embedded the Libraries Information Technology unit (referred to as DI or Digital Initiatives) and staff within all aspects of our operations, project management, and organization. We have found this model to be highly effective and efficient and we are consistently praised for our compliance by University IT. Removing them will affect the efficiency and effectiveness of how we provide our services, programs, and initiative to students, faculty, and staff. The University Libraries has maintained a highly skilled IT faculty and staff with the purpose of providing very specific technology needs and knowledge for use of the electronic databases, journals, and resources that all students use. We have centralized the point of contact to alleviate any confusion to students and faculty and elevate efficiency. The University Libraries IT units include application development and support, and operations. These units support the needs of the roughly 500 staff, faculty, and students who work in the Libraries as well as support numerous services, programs, and initiatives that the students rely on for their academic success and faculty need for research and scholarship. They also support our state-of-the-art digitization lab. The University Libraries runs highly specialized and unique software that no one else on campus manages. Many of these applications have been developed through an Open Access community. The University Libraries have been an early adopter of open access. Open access allows for the Libraries to have greater control and say in developing and implementing applications that work for our specific needs rather than settling for limitations of a vendor or out-of-the-box software. Open Access applications also allow us to use our budget more efficiently as the costs are much less than paying a vendor to manage our services. DI provides 24/7 technology assistance which results in immediate response when there are issues or outages with any application and electronic access. The University Libraries IT personnel are embedded in the Libraries operations. They are partners in the development of the Libraries digital libraries, electronic resources management, library catalog management, website design and management, digitization equipment support, and community application development. The team members are active members in the Libraries Project Management Team, Web Governance Team and development of the web ecosystem, Digital Project Management Team, Digital Library Executive Team, Scholars, FOLIO, Dspace, and more. This level of time and commitment is necessary to continue leading in library innovative projects and collaborate effectively with library staff and faculty in the future. Specifically, DI manages the operations and functionality of the following: Get It For Me service: One of the most popular services used by Students, Faculty, and Staff. This service is integrated and maintained by custom software and workflows that provides for its streamlined use. It provides a way of a user to let us know that they need something that the Libraries does not have. It starts a workflow for our staff and librarians to find the item through Interlibrary Loan or through purchasing it. Library Website: The website is centered around the Libraries catalog. We use campus for our hosting with cascade and they maintain the service. Historically when we have tried to participate in shared services on campus for development of our web presence, but they never understood all our operations and were not able to convey it to our users. <https://library.tamu.edu/> FOLIO: The Libraries is working with other peer institutions to develop and run FOLIO which is a replacement for the Libraries management system. This effort is being done as a tremendous cost savings measure to counteract the inflationary costs of vendor supported software. Moving to an open-source product with strong community support ensures the library is being fiscally responsible with its budget. These efforts are impactful within the entire library profession. Hundreds of university libraries are watching the development of FOLIO with anticipation. Texas A&M University Libraries has received much praise and attention for our work in this initiative and it is due to the embedded and centralized IT library expertise. Scholars@TAMU: The Libraries along with other peer institutions developed Scholars@TAMU. It is a profiles system that hosts searchable expertise for faculty and TAMU organizations. The success of this endeavor was due to a close collaboration between library faculty and library information technology units. If the decision to allocate resources to this product was taken out of the library control it potentially would have missed the opportunity to join and lead the project. Scholars has become the primary way that faculty document their research and gather metrics and analytics on their scholarship. This is in turn used by faculty across campus for grant applications and promotion and tenure and by administration for accreditation, assessment,

and marketing. Digital Library: The Libraries strives to make our unique research collections available online for global research and scholarship. The development and management of the digital libraries is based in DI. There are many components and applications that are used to make the digital libraries discoverable and accessible. [https://library.tamu.edu/research/digital\\_collections.html](https://library.tamu.edu/research/digital_collections.html). The list of applications includes: Spotlight, SAGE, Cascade, Fedora, Avalon, Dspace, Chronam, Mirador, IIRF, Internet Access Book Reader, GeoBlacklight, Archivematica, and Duracloud

Please see my comments above....especially in this area. Centralizing this service rarely results in reduced cost.

As

I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

You should abolish individual colleges having their own IT staff and terminate the positions of the people that "manage" that staff within the colleges. This would save you millions of dollars in salaries that unnecessarily go to those staff.

- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose "blue collar", "1st generation" and "make it happen" students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC's influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC's influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

No comment

I don't have any comments on the overall need to centralize IT structure within the university, or as regards cybersecurity, but at a lower level this is another example of centralization for the sake of it. If instituted as suggested in the report, this will have a very detrimental effect on productivity. We need people in departments/colleges who understand the IT setup and needs of the faculty, staff and students in that unit. While certain basic activities, such as adding upgrades, can perhaps be done centrally, for more complex logistics we need to have people on site who know the local systems and can deal with problems as they arise, not three weeks later once a ticket has worked its way to the top of the pile.

Centralizing this function is LONG overdue. Visit any web-site through Texas A&M, any service, any area - it is disjointed, cumbersome, and seems to violate every basic principle of design known to man. Homing pigeons would work better . .

During the upgrades your contractor cut lines with Clements Hall..... they were problematic throughout my son's residency.

N/A

You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

Without IT you have nothing.

Silly idea to centralize...look at Ag College to see if this actually improves services

Our similarly sized university has recently started a multi-year centralization project. We had no funding model established going in, aside from pulling salary lines and existing IT budgets from the college/department level groups. Knowing this, many of these units drastically cut IT funding in the year prior to centralization. The resulting lack of funding has resulted in stagnant wages, hiring freezes, and significant attrition over the last ~2 years. Some critical teams are operating at about 50% capacity, and some of our centralized deskside support zones have spent months at 30% staffing levels (900:1 endpoint:tech ratios). Some business units are now pushing to de-centralize and bring IT back in-house. If consolidation happens, it is CRITICAL to retain the customer facing support reps that have the relationships and institutional knowledge of their areas around. They're the face of IT and the value of that can't be underestimated.

IT should focus on safety and try to avoid ransom ware attacks. The CIO should look for ways to cut costs and keep info safe.

IT needs to remain its own separate group within the university. However being that TAMUS and system member offices are also local, it may be effective to centralize all IT asserts together instead of each group doing parts of facilities.

With the use of technology also comes the risks of potential data breaches. According to this report A&M has already been affected at a high numbers. I agree that changes need to be made in order to protect information from students, faculty and staff.

only apply proven technologies to run the university

None

Students have a lot of trouble utilizing the Howdy Portal and making it more user friendly would be helpful.

Consolidation of IT entities that support wide swaths of the university makes sense. Provost IT and Student Programs IT never made sense. On the other hand, removing IT from departments and colleges would be a severe mistake. Many faculty already think that the solution to increasing security regulation is to put personally-owned equipment into use in their offices and labs. The loss of local IT that can effectively address their concerns will only accelerate this trend.

I think a single central IT help desk will be beneficial.

Agriculture and Engineering have always been exempted from centralized IT services. This has always been a challenge for the central office. While they have project accounting, this can be provided by the central office for more efficiency. I imagine this is more of a power move than one for efficiency.

Spotty

## Q14 - Please provide your comments related to Marketing & Communications:

### Marketing & Communications - Faculty

Please provide your comments related to Marketing & Communications:

Centralizing MarCom would be a good idea.

I am hopeful that some of this could be useful

For the COM, additional resources for marketing and communication will be needed, especially in light of the Vision360 and expectations for the COM to rise in ranking within 5 years

None

The college of architecture's business office, IT, and marketing are the most efficient and effective staff on campus. If the centralization of these offices results in services akin to SRS or IRB, we will have failed. In fact, IRB has had to be called by NSF to say they are not functioning correctly. SRS has had to give back grant money that the funder did not want back because of their slow bureaucracy. My research has been a victim of this when SRS and contracting could not function quickly enough. We have lost grants and contracts due to the bureaucracy of these parts of the university. Currently, the college business office can help me with a financial issue within a day, IT fix something within an hour, and marketing get materials out the door within a day. I do not see how the centralization of these services will compare to the amazing quality of service we have now. We also need to have the flexibility to communicate very quickly in today's media environment. Centralization may slow that.

if there is a process of many steps to impact people of what we do...by the time the news is released it will be old news....although there are many things we can do better that are touched on in the report

The only concern here is the time it will take to elicit a response

I would agree that we should raise our standards with respect to marketing and outreach.

No Comment

It seems like a normal practice for each of the colleges to have their own communications and marketing groups.

For sure, we need better communications on campus and to our satellite units.... maybe even an intranet. I know I am in the minority, but I would like our marketing to focus on academics and research rather than football.

In connection with my role as senior associate dean of Texas A&M University School of Law, I, along with the dean of the law school, prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

Proposed changes are good.

Again, there is the matter of scale. Consolidated campus-wide Marketing may work well for smaller institutions, but TAMU is very large. The University Libraries needs its own marketing team, though this team should work very closely with the University Marketing. Will this involve actual movement of staff or simply of reporting lines?

agree we need coordinated communication across all university entities.

I think this generally makes sense, but our COALS/Agrilife MarComm don't even respond to emails, so I'm really confused how we're supposed to get anything done with even less control.

No comments

I do not support centralizing this office. Having people who are knowledgeable about the events, promotional materials, ethos of the organization, and the audience the unit is targeting is invaluable. Marketing and Communication is essential to reach our students, and the right messaging is even more essential. I do not believe that this is something that can be centralized without causing delays and a tremendous amount of shadow work on the unit as they must continuously provide context for the marketing campaigns.

These are good recommendations

None.

A better looking branding would help. Also the path to getting faculty press releases and publicity for their work is at present very opaque.

This needs to be well-coordinated with the various colleges and units. Specific disciplines have specific communication strategies, niches and funding agencies to which they tailor their marketing efforts. We should not fold these components into a general office that will focus mostly on branding and image, with a broad marketing purpose.

I like the idea of centralizing marketing functions across the University. Although the Libraries has its own Marketing unit that I typically work with, I have found the campus Marketing & Communications department to be highly responsive and supportive when I have had the opportunity to work with them. I believe this model would also more clearly delineate between marketing and communication efforts and unit operational efforts.



None

MarComm needs to be on the ground in Qatar to take pictures and talk to the campus community-- this cannot be done remotely.

Just like computing the dollars spent supporting a college level communications group could be deployed on the core mission of teaching, research and service. They exist out of necessity out of the 24-hour news cycle and the variety of media platforms. Centralizing all these entities under MARCOM is an awful idea. While the messaging will be consistent the timeliness and customization will be lost. The world of press releases is a thing of the past in the world of Facebook, Twitter and Tiktok. By keeping these people close to the newsmakers, the news can get out much faster.

I don't like to think of Universities as having a 'brand' because brands can be created and shaped by marketing campaigns and Universities - to the extent that they become identified with athletics, certain types of students, research programs and schools of thought, all of which make up a University's 'brand' - reflect generations of endeavor, investment, of accomplishment. We are lucky to have a unique brand - one of the select few big state universities that has a brand - and it won't be easy to change it with 5 or 10 years of consistent marketing. Sadly, the 'Hate is the Hidden Aggie Value' site on Reddit is part of our brand - I bring it up because I suspect that incidents that happened generations ago on our campus are reported on that web site as if they happened yesterday. Colleges and Departments that want to communicate with their potential donors will likely have to do it covertly if Marketing and Communications becomes centralized across the campus.

None

none

No comment.

No comment

I support the centralization of marketing & communications. This seems like a great idea and I would strongly support more transparency from the university. One of the reasons that it is difficult to get things done is that it's hard to figure out who is responsible for them.

Centralization is not always a good thing. Marketing and communication can get lost when separated from the people that it serves.

The proposed organization chart under the director seems unwieldy! How many new positions would this create?

Our communications group is an excellent team, with in-depth knowledge of the faculty, students and programs in our College. Eliminating college-level communications groups doesn't make sense. No centrally-housed communications group can have the direct, hands-on experience or knowledge of our faculty and students.

Again, I don't see the justification for centralizing marketing and communication. perhaps better communications between the colleges and university.

no comment

The TAMU brand is valuable and important. It generates revenue. Having a consistent brand could be valuable to both ends.

Marketing at the local level is very important, so we hope there will be liaisons and connections to departments (including services like the Academic Success Center of LAUNCH).

Good plan.

I don't worry about this. It will be comical, however, if Coach Fisher goes to LSU. That would be bad press, I think.

McAllen would benefit from a marketing and communication office that includes us in the branding of the institution. Much of the Rio Grande Valley community is unaware that we exist.

No comments.

Departmental needs and priorities for marketing need to be addressed as well as the overall branding and marketing done at the University and College level. Perhaps a University framework and institutional marketing staff can

peacefully co-exist with Colleges and Departments having some flexibility to advertise and engage in marketing, within constraints imposed by the University.

KAMU is licensed as a public service organization, and should not become even more of a marketing and communication tool for the university. It should become a community organization with increased participation by students and non-TAMU affiliated residents widely representative of the community.

Texas A&M is really struggling here. We are doing well only because we have an incredible product that sells itself with the 500K former students as exemplars. Focus and consolidation is key here, and sufficient staffing. Look to TTI for a solid centralized design and operation. They can improve, yet controll their messaging very effectively.

No comments

Marketing doesn't need to be completely centralized -- only consistent in branding/messaging in a general sense.

Any centralization will need to have clear lines of communication as well as timely responses. My past experience with centralized marketing is that there was no local input and the materials produced did not represent our work/focus. In addition, if there are guidelines, how will enforce standards occur- seems hit or miss right now. Also, how can we ensure that creativity is not stifled?

Again, overlap within colleges and departments.

Support if all colleges will get equal support and the message is unified. TAMU is often thrown under the bus in the media and seen as racist and misogynists. I'd love to see a push that says that TAMU is not just for racists and misogynists - of course it would need to be the positive version of this showing the diversity and inclusion of our campus. A woman or minority student shouldn't have to struggle to find themselves in our online presence or in the halls of our buildings and areas of our green spaces.

I am concerned about the evidence base substantiating the recommendations made.

Strongly support Recommendation 1. Our websites and other marketing and communications are currently quite messy. This change will greatly strengthen our brand and professional appearance. Oppose Recommendation 2. Our branding is fairly strong already. In my opinion, the enforcement is often too strong. For example, some peer institutions allow students to get business cards with university logo. We should follow that example. Support Recommendation 3. This streamlining is greatly needed.

No comments.

I am concerned that the idea of "streamlining" digital presence will lead to a lack of differentiation across units and will stifle our ability to tailor the messages from our college and departments.

Again, use central resources to facilitate creative individual unit expressions.

Increased diversified marketing of student and faculty initiatives, accomplishment and activities is needed to boost and expand social media coverage of all areas of the university community. This real time recognition and celebration of events, people and research initiatives requires multimedia support for each academic unit and program. These investments will be instrumental in maintaining and elevating the standings of the university at a national and international scale, and provides affirmation for students, faculty and staff alike.

They have been too centralized. Further centralization will not help at all.

I support the proposed changes to marketing and communications.

N/A

I have some concerns with regards to the idea of consolidating and centralizing communications. Mostly, my concern has to do with making it more difficult for individual faculty and departments to communicate important news items that have a very short expiration date but that are very impactful. For example, major announcements for grants, papers, etc need to be made almost the same day. A centralized office with very slow response would be detrimental and would affect our ability to rapidly communicate our accomplishments.

I concur with these recommendations.

Fine.

Implementing the recommendations is desperately needed! So many of the communications in the college of ag are sub-par and not modern. It has been perpetually frustrating to get decent news releases of our achievements in ecology and evolutionary biology.

Centralizing marketing seems as if it will homogenize it. This seems to go against diversity initiatives. Diversity in marketing, ideas, and implementations seems as if it would better reach diverse audiences.

Every college and unit on campus has its own culture and its own demographic, and this should be considered as decisions are made regarding Marketing & Communications. I believe it is essential for Marketing within the Libraries to remain embedded under our purview as they understand our culture and there is a benefit to having Marketing leadership at Libraries administrative meetings and available as we constantly market our services. Library websites are very unique, given the work we do in providing electronic access to various types of materials, research guides, and various services. It is in the best interest of students, staff, and faculty to have this functionality remain under the Libraries and not go into a centralized department, if that is in fact being considered.

No comments

Centralization of all marketing and communication could lead to a loss of connection between units and their primary audience.

I would love to see more support from the University of Departmental level marketing efforts – we are doing great things but don't always have the support we need to get the word out about them.

I have no input on Marketing and Communications.

I am in favor of most of the proposed changes in Marketing and Communications, but strongly feel that marketing personnel should remain in each College. College marketing personnel understand the culture of the college and what discoveries in their constituent departments are important to market to former students and the general population of Texas. Removing such local marketing with damage our ability to know and understand the transformative discoveries specific to each unit.

The findings and recommendations seem reasonable.

I have been at TAMU for 24 years, and I have yet to see a marketing program that I felt explained our role as a land-grant university to the average citizen of Texas in an effective manner. We need to do more to explain to Texas citizens how our research benefits them, even if that research is feeding people in other countries. We must do a better, more effective job at making ourselves indispensable to the average Texan. In reference to pages 21-22.

No comments. Recommendations seem reasonable.

Again, I think for some colleges this may not be an issue, but in colleges like COALS, COE, Medicine, Law etc. I don't think it will work well.

I perceive consolidation of Marketing & Communications is to cut staff (RIF)

Reduce funding in the excessive marketing expenditure.

No comment.

Recommendation #1 (Centralization): Since AgriLife centralized MarComm, it literally could not get any worse. The current centralization system is incredibly slow to respond if they respond at all. They use poor judgement about content and frequently mischaracterize projects to the general public because they are not familiar with the programs they serve. They have commandeered as much social media as possible, which by definition is not centrally controlled. So that grab has effectively shut down the most effect and efficient system we can use to communicate with stakeholders. I understand the problem with individuals going off-script and rogue, but give us training and allow us to use our good sense about our programs. And when someone abuses this privilege, allow them to suffer consequences. AgriLife's current centralized MarComm is worthless so please don't follow that model. Recommendation #2 (marketing and branding guidelines): I support this Recommendation #3 (Streamline digital presence): I see this move as an impediment and reducing the dynamic nature of the systems

IMO, M&Cs is a genuine and large opportunity for TAMU; and TAMU has under-invested in telling our wonderful story to the various Texas, USA (and International) audiences. However, M&C has so little contact with my roles that I can not judge the validity of MGT's proposals, sorry

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no comments

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Recommendations seem appropriate.

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Need embedded specialists in some operations, for example division of research

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I think finding a way to coordinate marketing and communications would be preferable to blowing the existing structure up and centralizing everything. The smaller Mar/Com units are there to make sure their parent unit still gets the press it needs. A single system leads to fewer and more selective stories getting out, I think.

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I completely agree with this report that the marketing and communications is less effective than it could be; while the overall quality has greatly improved in terms of production values and messaging but it is not applied consistently across the various departments and colleges.

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I believe the public broadcasting licenses for KAMU should move out of Marketing & Communications and either be standalone or closely tied to a new Department of Communication & Journalism. The public broadcasting licenses are intended to serve the community and currently, TAMU seems to use these assets to promote the university. It seems that stations that only broadcast locally don't need to promote TAMU because everyone that hears or sees the signals knows what TAMU is. It is the biggest game in town. By putting the stations in connection with COMM/JOUR, the resources can be part of an immersive learning environment for students studying media. This is a feature of every significant journalism program in the U.S. and we are behind in this area.

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One concern about marketing & communications centralized is that it may slow departments and other units from disseminating information quickly about events, seminars, awards, etc. Whatever policies are created should not prevent individual units from communicating quickly and directly with students, former students, faculty, staff, and supporters.

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Does the university really believe it can do this effectively and with sufficient turnaround to be effective? Please study how many staff would be required to regularly update websites, communicate findings at the university, etc...

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I'm in a department in the college of engineering. We have college centralized communications. It is awful. I'm not sure if "centralized" is the problem or a solution. But, if the communications was local to the department, we could fire them and at least have a shot at good communications.

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This is a great idea.

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College communication offices are excellent as they know their environment and can respond rapidly.

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Marketing and Communications is currently quite scattered and inefficient, so I would support this proposal, though once again on the understanding that meaningful input will be sought from stakeholders.

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No additions

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Centralization will have benefits and drawbacks, and the outcome will depend on exactly how it is done and managed. However, if two of the largest colleges are not participating in this centralization it's hard to see it working properly. If this really was a good idea, and could be competently implemented, then all the colleges would be taking part. (see Information Technology)

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I thought that centralizing this (and other units like HR) had largely been done already - with a few who escaped with some creative title changes. Again, provided that there was some way to have liaisons and responsiveness from someone who had a handle on the specific context, this could work.

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I don't like the dual reporting structures that this would create between the schools/colleges and the President's Office.

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Needs further study to ensure mission of units/departments/colleges can still connect with their primary audience in a timely manner.

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The process for requesting a marketing push and social media needs of different departments needs to be addressed. If we hold an event, how much lead time does a central marketing and communications department need? Sometimes we have last minute events come up or little information as we are working with other departments and sometimes other

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campuses. This report does not answer what the process is and if this is really going to make the process more efficient or it will actually hinder our ability to advertise events and services to our students and the community.

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Essential to keep department and college level website managers.

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One thing that was not addressed was creating a method in which faculty, staff, and students are not overwhelmed with information to the point they can no longer process it all.

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can't comment

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I think there needs to be more detail about how centralizing Marketing & Communications would work, and still enable individual units to get information out to constituents in a timely manner without being mired in bureaucracy or limiting their voice.

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While a coordinated public face sounds logical, in reality this will erect barriers to local units promoting their faculty and students. Local units are best positioned to highlight achievements of their members-including deciding which achievements are worth promoting and when. In many cases, adding extensive oversight and approval processes can prevent the timely dissemination of material. In today's age of social media, decisions on postings and information are made on very short timescales or other otherwise irrelevant.

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The key need is qualified personnel at the units level. The centralization is often blamed but I doubt it is the issue. The problem is qualification.

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Cannot wait for this to be consolidated. I am inundated with marketing materials from TAMU from many different sources and sometimes conflicting information.

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A more transparent and flexible Marketing and Communications

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The trend of making it harder and harder to find faculty and their research when visiting the TAMU website also runs counter to the claimed goal of trying to ensure that TAMU is able to sustain its relative research competitiveness as well as perceptions of the institution as a research university. Check out Stanford for an outstanding model of how to do marketing & communications for a research university.

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My experience with M&C is, "if I prepared the material M&C may use some or all of the media." The onus is on the faculty. We need M&C personnel who will make interview appointments with faculty, obtain data (actual journalistic reporting), prepare reports and media, and verify with faculty prior to dissemination.

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No comments

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Sorry to be the broken record (in case the readers remember records!) but ditto for my suggestion to preserve embedded, dotted-line marcom expertise in the units they serve. Thank you!

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I support the proposed recommendations. Centralizing the various marketing and communications groups and providing clear marketing and branding guidelines is critical.

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You need to maintain department and college identities or you will be consistent in university messaging but miss connections of students and alumni to their departments and colleges.

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Keep much of Marketing and Communications within the Colleges and even departments,

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It will take YEARS to coordinate the branding for all units, to create new websites reflecting these changes, etc. If all of these changes are to be implemented (and I don't support most of them but feel that I have no power to make a difference), they should take place over a longer window of time. As an example, the VPs who were appointed in recent months are still listed in their previous positions on several websites.

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- Increase this office by 300% and align with peer institutions in breadth and scope of performance.

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Good efforts and especially utilizing things like this survey to get needed feedback.

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I don't have strong opinions about the suggestions here, but please stop sending me weight loss spam and anti-abortion spam. The university internal e-mail communications are being heavily abused by a few groups.

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This is not a topic to focus on. Everyone in the state of Texas knows who and what A&M is, if students want to come here, they already have a plan, we need to get better at vetting and standards for entry - but more importantly, the organization here needs streamlining and efficiency, that is where efforts need to be focused.

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The release of excellent science and research findings from TAMU to the digital and print community is slow, and is not broadly and equitably distributed across all campus units. I welcome this change.

No Comment

No comments

This is the second biggest mess on the Galveston campus. Our departmental webpages are not adequately maintained and there is nothing proactive about MARCOM. Faculty cannot be expected to learn and do all the updates ourselves. I see one piece of the problem is the fact that they report to the CEO, so just as in facilities the crisis moves to the top and the stuff lower in priority never happens. I don't actually know anyone on campus who thinks MARCOM is doing a good job, with the possible exception of the CEO. Plenty of passion on this topic, if you care to come and talk to folks on campus about it.

I agree with the commentary

Leadership and the jobs Graduates get matter, not the school.

It will depend heavily on the leadership in this area. Some units are better than others and it is not clear the existing leadership has the appropriate background to move the a university forward nor whether they are current with marketing and communications practices. Also, some of the writers and photographers in some of the units are not very good nor have the appropriate background.

It's painfully obvious that the consultants are not cognizant or appreciative of the culture of higher education in general and TAMU in particular. Blindly centralizing services and removing them from local control and accountability is a disaster.

Centralization of communication should keep in mind the stakeholders of programs and units and personalized messaging.

The poor coordination between MarComm units at the University has been a problem for many years.

No comment.

As a Tier-1 research university, we ought to do a much better job branding ourselves globally. I am in full support of any effort that hires talent that could make this happen. From our website designs, to our news stories, to our campus/building appearance, to our local news channels, ... there are many things we should do to elevate the image of TAMU and make it more than a "football" school. I think many good things are happening on campus (I hear every now and then) but this needs to be broadcasted more professionally to the outside world.

## Marketing & Communications - Staff

Please provide your comments related to Marketing & Communications:

No comment.

The marketing done by individual departments is obviously not understood. Will consolidation of Marketing and Communications mean that websites are taken away from departments and colleges (and, most controversially, faculty)? This is likely to be received very poorly by deans, department heads, and individual faculty. Again, collaboration, not consolidation.

College Marketing and Communications (College Communicators) should not centralized under University Marketing and Communications (MarComm). Removing College Communicators is like sticking someone in a pitch black room and asking them to describe it. The power of communications is building direct relationships with Faculty, Staff, Researchers, and Deans. In fact it would be more appropriate to empower these relationships rather than separate through administrative bureaucracy. The problem of duplication and lack of collaboration requires a close examination of current organizational chart. This examination shows that the VP for Brand and Business Development does not report to the VP & Chief Marketing & Communications Officer. In fact they both are members of the President's

Cabinet. This creates a two minded organization internally competing for resources and precluding its ability to act as a consultant within the University and in turn leading to lack of collaboration and duplication of resources. VP for Brand and Business Development should be split and its components separated into appropriate areas: Collegiate Licensing and Brand Development--- relocated to Finance (as it is a revenue generator.) Campus Partnerships and Brand Experience---- relocated to either Student Affairs to AVP for Special Events and Stewardship

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Very encouraging to see that there is a push for clarity of what Marketing should be doing as well as the hiring of additional help and even a potential internship program. It is not a surprise to see that there has been inconsistent and unclear communication from the marketing and communication department to the different colleges and offices around campus. That said, the report seems to lack an understanding of the different roles and responsibilities within the department. Though centralization is important from an economic, resources and process standpoint, it is not only about reducing the number of direct reports to the Chief Marketing and Communications Officer. Thus far the recommendations within the org chart lack rationale, here are some examples. Strategy and Analytics should be its own team and should assist all of Marketing Communications, not just Marketing. Analytics is an area that usually causes confusion because it has to do with data (management and organization). A gap within the organization is Insights and Research. Thus far the department only acts on "gut" and doesn't have a sound strategy, this include Communications, which works on the day-to-day. So this department should be its own, should report to the CMO and should include Strategy, Insights and Research or Analytics. Another area is the differentiation of Marketing and Advertising and Design. There needs to be a process on how these can work together. There is a difference between Marketing Operations and operationalizing Marketing. Thus far the proposed org is unfeasible and unrealistic. The colleges will not want to report under this structure and it negates the important cultures that live within each department. Operations and Strategy need to work very closely with the different departments to make sure there is one brand and one strategy. Operations, the way currently described focusing on centralization, not on unification of the brand.

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I love the idea of centralization and about clarifying university marketing and branding guidelines but it's the enforcement that may be the biggest issue. Without enforcement, staff and students don't seem to mind bending rules.

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I am generally in agreement with the reports findings and recommendations for Marketing and Communications.

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Again, I would need to know more about what this will look like in practice. We have had trouble getting Provost's MarCom to cover requests in the past. We were told that they didn't have the bandwidth or do that sort of thing. Meanwhile, I had to write scripts for the Provost. It left me wondering what Provost MarCom actually did.

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1) It is difficult to understand how centralizing IT services would result in an efficient service. The existing structure, which already uses the Helpdesk concept, is inefficient and slow. Currently, Helpdesk employs student or low-level workers on their front line, which puts the customer in queues of 24-48 hours. Those who answer the phone or email do not have the knowledge or skills or solve problems; they are generally screeners who must always relay the message to someone else. While the idea of a centralized unit sounds appealing, implementation is difficult. Institutional knowledge is not easily transmitted between employee generations. 2) Even if the number of staff could initially be reduced, it would eventually cost more in time and effort as well as in goodwill toward customers. When the first contact person replies with, "the problem is on your side," and hangs up, time is needlessly wasted. We need a staff presence to troubleshoot issues and solve problems. Department staff are more capable of agility because of their situational knowledge.

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Don't centralize marketing and communications. Each office is unique to their department/college/division.

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I understand the desire to centralize marketing and while I am for many aspects of it, I wanted to raise some concerns I have specifically about the centralization of the Division of Student Affairs in to the Division of Marketing & Communications. Many of us chose to work in student affairs for a reason: the students. We love our departments and are deeply involved with them. Additionally, for some of us communicators in student affairs, marketing and communications are not our only job duties. With centralization, how will that change? Some staff that do communications are administrative professionals, licensed counselors, or have another job title that is not specifically related to marketing and communications. So, that said, I would like to propose a couple of changes to the recommendation. In doing this, I am going to assume that a "dotted line" is a "use it when you need it" line, but I could be wrong (some clarity on this would be helpful). Instead of essentially removing us from our departments (as the recommendation reads to me), I would propose that we stay in our roles as they currently are with the same reporting structure. Each department within the Division of Student Affairs has unique needs and I am cautious about centralizing

because I don't want those unique needs to go unmet. However, I do think and I strongly advocate for, someone in the Division of Marketing & Communications that is a Director of Student Affairs Marketing. This gives those of us at a departmental level direct access to someone who can advocate for us, for our students' stories, for our programs, etc. This person might have a small team of their own that can help those departments in student affairs who do not have their own marketing/communications staff member, however they would not directly supervise each marketing/communications staff member within the division. This is largely how it seems to function now, but the role of the Director of Student Affairs Marketing would be moved and housed in the Division of Marketing & Communications. I think a strong link between the Division of Marketing & Communications and the Division of Student Affairs is needed. Additionally, I do think that one thing the Division of Student Affairs does really well, or at least the majority of us that have full-time staff for marketing and communications, is staying up to date with Texas A&M's brand guidelines. I do think that it would be a good idea to work with some of the colleges and departments to at least get them on the same page with branding. As a graphic design and communications professional, this is one of my biggest pet peeves, especially since it has been a few years since the Texas A&M lockups changed. There is no reason that colleges or departments should be using the old ones. I am all for clarifying university marketing and branding guidelines and I do think there were training processes and enforcement of the guidelines. It will be a large undertaking but I do think it is highly, highly beneficial. Is there a university-wide committee or council that can be dedicated to branding? Another one for crisis messaging? These should have seat requirements from each college, unit, and department. How can we stay up-to-date if we don't have the information? I think this will also help collaboration efforts across the university. If the recommendation that MGT put forth gets put into action exactly as written, I have a lot of questions: Where will our budget come from? Who will be responsible for our salaries? Who will approve our time off, our schedules, our raises, our reclassifications? Will that fall to the department we are tied to, or the Division of Marketing & Communications? Will we all have the same job title or will our job titles be evaluated? I ask this because many of us in Student Affairs and across the University do the same work, but our job titles are different. For example, I am currently a Communications Coordinator for a large department with several programming offices. There are others in the Division of Student Affairs and the University that, again, do the same work I do at the same level, but are considered Marketing Managers or Creative Managers. I have eight years of experience in branding, marketing, and communications, plus a degree in graphic communications. I am essentially a marketing agency of one, managing several office clients on my own. At any other university, I would be considered a Creative Director or similar title. Will there be a clear career ladder? The report states there will be one and I think that it would be helpful. There is not currently a marketing and communications career ladder at Texas A&M (or at least not one that I can find) so many of us are forced to leave our departments or even the institution if we want to grow our careers. Where will all of us be housed? There is no where on campus that I am aware of that has hundreds of empty offices for marketing and communications professionals. Additionally, I'm not sure that housing all of us in the same place would be beneficial to the departments we are working for as, again, many of us work very, very closely with our departments and its programs. That wraps up my feedback for now. I really do think there needs to be some clarification where the Division of Student Affairs marketing and communications reporting structure is concerned. Thank you for letting your staff provide feedback on this report. I look forward to seeing the positive changes Texas A&M implements.

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Centralization should only be considered if there are sufficient resources to guarantee that the effectiveness and timeliness of response will remain the same or improve. Having more resources to 'tell the university's story' is great, but much of the work our local marketing team does is internal and much smaller scale (e.g., help advertise a lecture series to our graduate student). It is critical that we are able to maintain day to day communications operations as well as the big picture communications and marketing strategies.

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I support centralizing marketing and communication across the university to ensure consistent communication and branding.

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MarComm has always taken direction from the President - if they have a lack of clarity, then it reflects on the President...

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Centralizing marketing and communications could help in creating a career ladder that is not currently available to communicators on campus. Many communicators on campus are the only ones in their department, and other than merit raises there is little opportunity for growth without a mar/comm career ladder. However, departments and units on campus are unique and deserve to have mar/comm attention from someone who knows the department (decentralized). If centralizing would allow communicators to stay connected with their current departments or not physically move from the departments - that would be great. Most communicators on campus (not in higher-up



leadership positions) have a significant number of other job duties within their departments that are not necessarily considered mar/comm - so it would not be beneficial for departments to lose that opportunity of hybrid models of communicators. Current Texas A&M Marcomm is rarely available as a resource to lower-level departmental communicators on campus. At least centralizing communication efforts through better channels of connection/communication would help all communicators on campus.

Each department/division needs to have its own marketing personnel. It is easier to walk down the hall and ask our marketing guy to make changes or add media than it will be to put a "ticket" in and hope someone has time within the week or two weeks. Social media is at an all-time high with students. Why would you take that access away from our departments?

I strongly disagree with centralization of these positions. This will cause additional delays and bottlenecks. We just need better leadership and guidelines as opposed to having all comm positions report centrally.

No comment

I support all recommendations.

Great move to centralize. There have been small outposts that have achieved some success through COVID19. I would encourage you to not completely wipe out that wisdom that was gained through the centralization.

Centralization for general guidelines/administration but definitely siloed in performance as communication needs would vary from college to college.

I am very concerned about consolidating Marketing & Communications. We currently have a strong relationship with MARCOMM and I worry that the centralization will cause more red tape to go through and decisions will be difficult to get when needed.

Questions & Comments: Depending on how this is set up, the Departments need to retain staff in their space who can directly serve that department. The Division regularly has both proactive and reactive media situations. Without direct support, I fear that our response time will not be expedient enough (examples include student deaths, hazing allegations, large-scale tradition-based program announcements such as Muster, The Big Event, Fish Camp, etc).

Marketing and Communications units within departments are highly specialized. This is necessary because there is a need to disseminate information from departments to the public in a timely manner. Centralizing Marketing and Communications takes away the effectiveness of the existing Marketing and Communications teams.

The MTG Report commissioned by Texas A&M University and made available on October 19th, 2021 takes an eagle eye view of Texas A&M programs, processes and overall performance across the major functions of the university. The report identifies three primary areas of concerns for Texas A&M's marketing and communications (marcom) presence and makes a recommendation for each of these: 1. Recommendation #1: Centralize marketing and communications across the university. 2. Recommendation #2: Clarify university marketing and branding guidelines, training processes, and a mechanism for enforcement of those guidelines. 3. Recommendation #3: Streamline digital presence and contracts. I agree with the report's assessments for points 2 and 3 and strongly support MTG's recommendations for these items. However, I have deep concerns for their first recommendation, and if we, as a university, can thoughtfully and successfully implement the latter two initiatives, MTG's former recommendation may be rendered largely moot. The report makes an implicit assumption that marcom units simply perform tasks related to marketing or communications. It fails to consider the other duties and roles many marcom units provide to their organizations. The study cannot capture in its limited scope, the idiosyncrasies, intricacies, and specificity of many functions across a very diverse set of units, departments, colleges, student groups, etc. Many marcom units are deeply involved in their organizations' product planning and development, event coordination, cross-functional initiatives, and large-scale project management. Marcom units are often responsible for showcasing internal unit initiatives and individual achievements. They organize award ceremonies, luncheons, and team-building exercises. In short, marcom units – along with HR units – contribute greatly to an organization's morale and sense of purpose. Centralization of marcom functions would likely (though the report is unclear how this may be implemented) uncouple units, departments, and colleges from the dedicated staff they have in-house to fill these roles. Removing an organization's marcom presence could result in decreased morale, increased employee turnover, and would place an undue burden on other units to accomplish these tasks, possibly prompting the need to hire personnel to cover these tasks, which may increase unnecessary spending rather than decreasing it. Shifting to traditional marketing and communications tasks, it takes a profound understanding of an organization's operations to communicate its oftentimes complicated operations to its internal and

external stakeholders clearly, succinctly, and in an easily digestible manner. A marcom unit's ability to deliver a high standard of communication is developed through years of interpersonal relationship building, cross-functional meetings and initiatives, and years of experience living through the academic yearly cycle. Uncoupling marcom units from their organizations will deny these organizations of their subject matter experts who understand how their units function and how to effectively communicate their needs. In the report's SWOT analysis, MTG identifies an "opportunity for content creators to act as independent contractors among units and promote consistency across the university." This may be a plausible solution for one-off projects and low-level initiatives, but as a policy it may present more of a threat than an opportunity. Independent contractors, while they may have technical expertise, would struggle to adapt to the ever-present need for rapid, real-time communications adjustments and content creation. How would a contractor be contacted in a time-sensitive or crisis situation? A ticketing system? Would these contractors be available after hours? The report is unclear. Embedded marcom units are expected to address such issues regularly and have a clear understanding of their roles, responsibilities, resources, and command chain, so when these situations arise, they can adapt with the speed and clarity of message the situations demand. Consultants may be experts at marketing and communications but lack the rapport and intimate knowledge of those specific departments required to be effective marketers and communicators. They would therefore still require a point of contact or liaison at the organization to understand the specific needs, which would either require existing staff to take on more duties, or for organizations to hire such an individual to fill that role. Neither of these options would present a cost-saving measure, and they would result in an inferior product being delivered to stakeholders. Keeping marcom units embedded with their organizations would enable marketers to continue to build professional relationships with the individuals they represent, ensure marketers were subject matter experts for their organizations, would ensure a more informed, clear and robust messaging would reach Texas A&M's internal and external stakeholders, and would ensure organization had clear internal communication channels and trusted individuals to respond to crises when they (inevitably) arise. However, as stated earlier, there is room to improve our marketing and communications presence and processes, protect our brand, and remove unnecessary spending and improve efficiencies. MTG's second and third findings go hand-in-hand and correctly identify a university-wide challenge: a nearly non-existent central branding, content creation and training apparatus for campus marketers. In 2016 and 2017, the university completed a rebranding campaign and created an online brand guide. While the campaign carried initial momentum, the website was not fleshed out well enough to provide marketers functional value, and compliance to the brand guide gradually waned. The central marcom unit moved on to other items and did not have sufficient time or resources to continue developing the brand guide website. Individual organizations reverted to form and began producing content with varying degrees of compliance in mind. MTG recommends another internal branding campaign, which sounds eerily similar to the aforementioned campaign. In order for a new campaign to be successful, marketers need to be provided with several items, some of which were not as readily available five years ago as they are now. To ensure compliance, marketers need robust, user-friendly, inexpensive branding tools and content creation applications. Several of these are commonplace on the market, have developed over the past years to deliver high quality platforms to users, and have enterprise licensing options that allow for granular user management and robust branding guidelines. Canva and some of the Adobe products immediately come to mind. The university should absolutely identify and leverage such applications and platforms to create university-wide licensing agreements accessible by all university organizations and centralized repositories of branded content which the central marcom team can manage and enforce to protect brand integrity. If marketers have these items in place and are competently trained on how to utilize them, compliance to university branding will encounter less resistance, and content produced by marketers will be more uniform, protecting our identity and communicating the university's story as envisioned in the report. University organizations encounter several barriers preventing them from being able to host websites that comply with the university's standards or match the vision outlined in this report. Migrating websites is prohibitively expensive. Organizations are forced to seek out their own vendors and consultancy firms to analyze their websites, provide suggestions, define a roadmap, and develop new websites. Organizations must also seek out CMS platforms to host these websites. New websites need comprehensive graphic packages, which need to be created by the organizations, which takes time and will result in varying degrees of brand compliance, or must be handed off to vendors, which adds cost to an already expensive project. Streamlining the university's digital presence, as suggested by MTG, would remove the barriers separating organizations from complying with university brand initiatives and would deliver a better product to Texas A&M's stakeholders. Addressing these issues by implementing recommendations #2 and #3 will solve the core problems highlighted by MTG in their report and will negate the need for centralizing all marcom units under a single umbrella, which would, from this marketer's prospective, do more

damage than good. I would like to extend a profound thanks to the university for allowing us the opportunity to provide our feedback. We appreciate your delicate deliberation and insightful analysis. We all share the same vision and desire to ensure that we have embrace and reflect our core values, further the university's land-grant mission, and provide the best products and services to our internal and external stakeholders we are capable of delivering. We trust that our university's executives have all our best interests at heart, and we look forward to the wonderful things we can achieve together in the coming months and years. Thanks, and Gig 'em!

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While consolidating Marketing makes sense on paper, it reduces flexibility and customer service.

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I agree that marcom should be together, it doesn't make sense that you have the university marcom and provost marcom team.

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Pairing the experiential learning opportunities already in place at both KAMU and 12th Man Productions within a coordinated academic approach would be an immediately impactful boon for the University and the TAMU System as a whole. It also would be vital to telling the Texas A&M story to the larger world, growing the brand while creating an educational experience that is impactful. Other schools have done this (Texas, Florida, Arizona State Michigan State, Notre Dame, BYU) but none of these institutions have the potential for unified approach and impact in both the academic and marketing/storytelling areas that we have now – without creating an enormous investment in infrastructure. As Texas A&M moves to create a more effective Marketing and Communications structure to tell the university's story, KAMU's alignment as a communications hub and its emphasis on student hands-on application, will strengthen the ability to effectively engage students in the marketing department. Documentary stories can be more widely developed with this increased synergy as a result of a larger student involvement and larger and more robust faculty development devoted to focus on Arts and Technology. As one of the nation's leading research institutions, Texas A&M views it's responsibility as an obligation to maximize its intellectual resources to lead, inspire, and create goodwill domestically and internationally. As a vibrant component of the efforts of Texas A&M's Division of Marketing and Communications, KAMU can dramatically and rapidly elevate Texas A&M's efforts to pursue lines of scholarship and research that potentially can alleviate some of the most complex issues facing humanity.

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Identifying how to align Galveston services (such as HR, IT and MarComm) into the overall University umbrella should be balanced to avoid the loss of local knowledge, perspective and (in some ways) authority.

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Pg. 77. Create an effective, centralized marketing and communications function that works across the university, including athletics and branch campuses, to tell the university's story and create operational efficiency. Telling the university's story should be the lowest priority. Communicating internally should be the highest priority. Pg. 78. Considering the unique and intertwined relationships with Texas A&M state service agencies have with the College of Agriculture and Life Sciences and the College of Engineering, these two colleges should maintain their current centralized marketing and communications structures to ensure continued effective and efficient communication efforts. I think the College of Dentistry, as a clinical health agency, also needs to retain its current communication department. Pg. 79. The departments recommended for removal from the Division of Marketing and Communications below are addressed in more detail in the other sections of this report. Marketing and Communications Information Technology to the campus-wide Information Technology. If you move this to the campus-wide IT department, who will maintain the functioning and content of the university's websites. I think the only way this would work well is by making sure that there is a dedicated IT staff for supporting Marketing and Communications. Pg. 81. Recommendation #2: Clarify university marketing and branding guidelines, training processes, and a mechanism for enforcement of those guidelines. This recommendation includes the development or confirmation of a strong university story founded in TAMU's core values, guidelines on how to use visuals and messages, ensuring access to the correct brand assets and messages, appropriate trainings for new and current faculty, staff, students, and affiliates, and the establishment of processes and oversight that will ensure marketing materials align with guidelines. I'm a little concerned about branding enforcement when it comes to shared enterprise/departments with external shareholders. For instance, the Baylor Health Sciences Library serves both the College of Dentistry and Baylor Scott and White Health. If TAMU branding was enforced on the library's site, non-TAMU users may not recognize the site as for them, which would be a disservice to our Baylor Scott and White partners. Pg. 82. The Division of Marketing and Communications should collaborate with Human Resources to create brand-training processes for new employees. Is this really necessary? Most employees don't need branding-training. Pg. 83. Recommendation #3: Streamline digital presence and contracts. Identify duplication and inefficiency of the university's online presence and digital software usage through a review of all websites, social media accounts, contracts, and subscriptions. Streamline websites, social media accounts, software subscriptions, and

contracts to best fit the needs of the university and units. Not all the university's websites are run/managed by marketing and communications. In addition, websites that are for shared entities should remain under the oversight of those entities.

As a member of the Department of Marketing and Communications, some parts of this recommendation are valuable, but, overall, it is poorly-informed and feels like it was created by an outsider who doesn't understand how MarComm works across the university. Things like the inclusion of Athletics and Student Affairs, the unequal share of responsibility by SVPs/VPs/AVPs, and things like the placement of Events under a Director of Operations rather than the AVP of Events and Stewardship are examples of the report failing to consider all aspects of this reorganization. Additionally, the most obvious flaw in this proposal is that it would still result in marketing and communications being decentralized across the university. This is because Visual Media (Videography & Photography), Social Media, Editorial, Web, and Design are still separate from those of the colleges. This inhibits the Division of Marketing and Communication from providing leadership, advising, and authority to other entities on campus. If there were to be a reorganization, the Division of MarComm's entities should exist above those of the colleges/departments on the org chart, so that they can ensure the success of Recommendation #2 and #3 — consistency in branding, training, digital presence, contracts, and strategy across all groups.

I agree with the recommendations provided by MGT for marketing and communications. There needs to be a consolidation of some of the units. It's one of the smallest divisions and it has like seven Associate VPs. As proposed, these should be consolidated to ensure that there is consistency across the university.

None at this time

I have heard we are now TAMU Health, but haven't seen official announcement.

N/A

I believe a lot of the re-structuring of the Marketing and Communications teams is logical and is trying to address many issues that have come up over the years. It would be an interesting change that would effect my job directly and I am open to it. That being said, the Libraries is a complex organization that seems to have been grossly misunderstood in this report as to its function. Having a team that understands said functions would be necessary to promoting this organization. I saw that they was an interest in keeping talented people at A&M and creating growth opportunities. In my current job there are no growth opportunities without my superiors retiring or moving on, so I am encouraged by this thought process.

Centralizing marketing and communications would bottleneck departments' ability to put out timely messages. Instead of decentralizing, provide additional training, so everyone is on the same page, but still has the autonomy to get the unified message out on time.

Marketing and Communications should provide a service to the many groups on campus and provide a knowledgeable liaison to each major group that has the ability to perform well in these various environments according to their previous skillset. For example, do not put someone who knows nothing about IT as the liaison to Division of IT. Communication attempts from that division would not be appropriately constructed or delivered for IT services. A certain understanding of jargon, terms, and acronyms in the IT environment is a requirement for good communication.

I feel our college's marketing and communications unit has a very good handle on our specific needs. I fear these would be lost by moving to a completely centralized system.

The University Libraries system works as a well, system. And it works well. Business, Marketing, Facilities, HR and IT are all embedded in the library model and we work as a well oiled machine. If it ain't broke...

The new Faculty Affairs office should have a marketing and communications person.

I fully support the centralization of Marketing & Communications.

Report: Division of Marketing and Communications Response: With regards to the current Division of Marketing and Communications, I would suggest an overview presented to the other marketers at the university to help us understand Marcom's role, the people involved, and how we will all be working together moving forward. I would be interested to know what percentage of their time is devoted to marketing and branding the university and what percentage of their time is devoted to assisting and training other A&M colleges and departments. I've been at the university nearly 13 years in marketing roles, and I have a good working relationship with two people regarding branding, one to two people

for social media, and one person for public relations. I know of two to three other people who work in Marcom, but I haven't worked with them directly. I see multiple people on their org chart, and I'm not sure what they do or how their role should interact with my department. For instance, I was surprised to see a person devoted to radio...I didn't know that existed and I don't know that person or what they do. Because I don't fully understand the roles and players at Marcom, the report's restructuring model was not clear to me. Report: The report is missing information pertaining to marketing for Academic and Strategic Collaborations Response: Where does marketing come into play for this new group and what does the working and reporting structure look like? In reading the model for Student Affairs Marketing, I'm curious if this kind of model would be applied to Academic Collaborations, as well? Report Example for DSA Marcom: (Centralize all marketing and communications staff within the Division of Student Affairs so all areas report to a newly identified Director of Marketing and Communications for Student Affairs. The director and staff should report directly to the AVP of Communications and Marketing Operations. The director will have a dotted line to the Vice President for Student Affairs.) One thing to consider is that groups entering Academic Collaboration (UART, Music Activities, Becky Gates Children's Center) already have devoted marketing professionals for their areas. Would the marketing people in Academic Collaborations still focus on their respective areas (art, music, etc.) or would the entire team be focusing on all the areas together? If all the marketing professionals will be working on a team for multiple departments, I would suggest a ticketing system to take in jobs and a strategic plan in place to make sure there are enough resources to service all the areas in a timely manner. Report: It will provide clarification of responsibilities and future hiring needs, decrease duplication of efforts, increase collaboration, and create clear career paths. Response: Would jobs be reclassified? There are currently many discrepancies in university marketing roles across the board with regard to titles and salaries. Would salaries also be re-evaluated and some lower paid employees be brought up to a university average? I would be interested to hear more about the "clear career path," as many current employees feel there is no way up and no hope for advancement or pay increases, so this could motivate people to stay at the university if further defined. Report: The survey data and interview process found that in many units across the university, marketing and communications efforts are generally uncoordinated. Response: This clarity needs to come from the top and from the Division of Marketing and Communications. I feel this report addresses this issue with a plan to move forward. I agree that the messaging and branding is not coordinated across the university; I recently had a coworker ask me to break some branding rules and cited that other departments do it all the time. My response was that two wrongs don't make a right, and that hopefully our new leadership will help reign this in. Report: In some cases, this lack of coordination among units also results in vital communication not reaching internal audiences, like students and faculty members, in a timely manner or at all. In some cases, vital communication reaches external audiences before internal audiences. Response: Yes, we saw this with the winter storm when many lost power and the ability to receive or send out communications, including full-time marketing staff. To a lesser degree, this happened in some isolated incidences with the Covid pandemic. Report: Centralize all marketing and communications staff within the Provost's span of control so all areas report to an identified new director of marketing and communications for the Provost's office. The director and staff should report to the AVP of Communications and Marketing Operations. The director will have a dotted line to the Provost. Response: When it says 'all marketing and communications staff,' does this mean all marketing staff on campus, or only the Division of Marketing and Communications staff? Report: Establish an integrated council of marketing and communications leaders across the university to determine organizational goals, align resources with university-level priorities, and establish streamlined policies, procedures, and processes. The council will allow for representation from 78 MARKETING & COMMUNICATIONS leadership, operational units, and academic units, and help ensure goals, messaging, and processes are consistent across the university. Response: It would be great to have this kind of representation and input. Questions to consider would be: Would the council members be compensated for this important responsibility and extra time spent on these efforts? Would it become part of their formal job duties? And/or would there be a dotted line reporting structure? Would the council be temporary or permanent? Would people rotate on or off? Would there be oversight and ultimate decisions made from the AVPs? I question whether this is too big of a responsibility for such a large group and it might be difficult to come to a consensus or make concrete decisions. Report: The council should create an internal communications strategy to ensure messaging to external audiences is consistent across the university, including an updated crisis communications strategy. Response: Great idea. Report: The council should also explore the possibility of a student worker program, which could provide student work experience and shift burdensome administrative tasks that many part-time communication functions currently own. Response: Excellent. This needs to have a streamlined strategic plan in place across the board, i.e. a format all the student worker programs adhere to, and consider putting someone in charge of training all the

students so that staff are not spending more time overseeing the students than doing their communications work. Report: More effective marketing and communications efforts will also aid in engagement efforts and building community connections in Bryan/College Station, the state, and throughout the nation. Response: This is where the report could address the role of Academic Collaborations, based on what that new group is being charged to do within the community. Maybe there should be a position or positions focused solely on coordinating efforts to market to these specific groups and building relationships in the community. Report: A widespread issue identified across the university is a lack of cohesion of branding materials, a brand enforcement mechanism, and a review process to ensure the brand-use and marketing messages are aligned. Without branding guidelines and reinforcement, communicating a consistent message, visually and verbally, becomes less likely and threatens existing brand relationships with supportive constituents and stakeholders. Response: I couldn't agree with this more. Another problem is non-marketing professionals and faculty creating their own marketing materials. I witnessed this my very first day on the job nearly 13 years ago when my hiring supervisor walked me around the building and pulled down numerous posters and flyers that had been posted by employees without approval from the marketing office. It's been an issue in all three of the TAMU departments where I've worked. A formal call needs to go out and there needs to be repercussions for those who knowingly and repeatedly break the rules. Report: Clarify university marketing and branding guidelines, training processes, and a mechanism for enforcement of those guidelines. Response: The things outlined are absolutely needed. But I notice 'a mechanism for enforcement of guidelines' was mentioned but not addressed. I would like to see a formal structure for enforcing guidelines with our marketing professionals and providing marketing professionals with support when non-marketers create their own materials. Report: Once guidelines are clarified, the Division of Marketing and Communications should conduct an internal branding campaign to emphasize the importance of coordinated communication and how every marketing and communications professional plays an important role in achieving that coordination. Response: I suggest this being a directive, as opposed to a marketing campaign. Marketing to marketers is not going to be effective, and marketing professionals need to be respected for the authority they bring to their roles and be backed up by administration. A campaign would also take up time the Division of Marketing and Communication could use for other external campaigns and adapting to the new changes. The directive shouldn't be heavy handed, but there should be a directive from above that sets a clear tone that branding standards will be followed and all marketers will be supported in training and administration of the brand in their work. Support should come from the top down and be a cultural value throughout the university, not a temporary campaign. Report: The Division of Marketing and Communications should collaborate with Human Resources to create brand-training processes for new employees. Response: This training and new set of expectations should be applied to existing employees, as well. If new employees are to coordinate marketing efforts with existing employees, then all parties should be on the same page. Report: While communicating that each unique sub-brand is still important to its narrower audiences and providing guidance on how to use those sub-brands. Response: This is vitally important. As an art gallery, we aim to position ourselves amongst the nation's most renowned museums and galleries. Branding for these kinds of institutions places high value on showcasing the art and not creating a "container" or "frame" of graphics that distracts from the art. Most national galleries have very clean designs, fonts, and aesthetics so that their collections really shine. Non-marketers and designers early in their careers sometimes try to show off their design skills by applying overly busy designs, graphics, and iconography for attention. It's important that we preserve not only proper university brand guidelines, but also the national standard for well-respected art galleries. Report: Streamline digital presence and contracts. Response: I would add to this an audit of other tools that could be shared across the university. Making others aware of recording facilities and both photo and video equipment that is open for others to use.

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This seems to happen every 10 years. We either centralize or decentralize. I suppose a dedicated person to work for a college that also reports to a centralized Marcomm could be considered.

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As someone who went to a private top 10 school one of the many differences between my alma matter and A&M lies in the stupidity of the PR and marketing. This appears to emanate from the top administration and Board of Regents with a desire to run A&M like a business instead of an academic institution. The PR and fundraising treats students as clients who purchase an education with their tuition. It appears that the top people in these departments have no background in philanthropy or running non-profits, have not studied philanthropy in a formal way, and have not experienced how other academic institutions are run. It is just staffed with former Ags who want to work at A&M and many of whom have never lived outside of Texas- a great way to stagnate.

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I support the suggestions in the report.

I thought MARCOMM was already pretty centralized? At least within each college.

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I agree that the University needs to provide a single message.

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No Objections

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Competing marketing groups is very wasteful.

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None

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In the 46 years I have worked for the Texas Real Estate Research Center, several attempts to incorporate Center communications and marketing under the overall university umbrella have been proposed. None were attempted once the complexity of what's involved was understood. Our unique source of funding demands we constantly strengthen our value and relevance to the Texas real estate industry. Our stakeholders created us and gave us a specific mission. We are funded solely by the more than 204,000 Texas real estate license holders. Their never-ending question, "What have you done for me lately," requires a focused, constant research/communications collaboration. Such would not be possible if communications were administered at the university level. I once sent a news release to the university asking that it be distributed to the media. I was told that it did not fit the university's mandate to promote the widest possible view. A university-level communicator said, "We can't feature the same department every month." Later, the Center distributed an amazing 360 real-estate-related news releases in one year. Many were unique to specific Texas cities. Obviously, that would not have been possible had we been part of a university effort emphasizing many areas unrelated to our audiences. Our existing communications are geared to help Texans make the best real estate decisions. Here's part of what we do: • Write, edit, design TG magazine, our flagship periodical (204,028 circulation); • Research, edit, publish RECON, a twice-weekly real estate electronic newsletter (19,894 subscribers); • Post the latest Texas real estate news each workday online in NewsTalk Texas (9,582 subscribers); • Create and post content to the Center's website (26,143 unique visitors in September 2021); • Post daily to social media such as Twitter (20,359 followers), LinkedIn (3,890 followers), Facebook (10,353 friends), YouTube (1,240 subscribers), and Instagram (1,948 followers); • Work with communications teams from other organizations, such as Texas Realtors and the Dallas Federal Reserve) on projects and programs; • Produce a real estate podcast and real-estate-related videos; and • Conduct live-streaming events for real estate audiences. The Center's communications team edits and publishes research results as required by law. To date, 2,347 titles have been published. The Center's communications team fields questions daily from real estate editors at the state and national level. We arrange for journalists to interview content experts. We have a close relationship with the Texas real estate media, which needs to be maintained. The law creating the Texas Real Estate Research Center states that publication of Center research results requires the approval of our Advisory Committee or its designated representative. This means a university-level communicator would have to get the Real Estate Center's executive director's approval to create or even modify all research-related communications. The point of this is to provide a close-up view of the vital function of our industry-specific marketing and communications team. The Center has a tremendous reputation among real estate leaders of Texas, and anything that lessens (or is perceived to lessen) Texas A&M's support could jeopardize the Center continuing as part of Texas A&M.

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I agree that Marketing and Communications is disjointed and should be centralized and coordinated. However, they seem to operate without considering the academic calendar, application deadlines etc. How will this be improved?

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I think it will give staff greater opportunity for promotions and career ladders.

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Engineering Communications has been slow at best in working for the departments. They do not engage departments to ensure each of our needs are met, but only reach out to communicate a marketing plan they devised without insight into the unique aspects of each program. When departments meet with EngComm for assistance in meeting our marketing and communications goals, we are often ignored or told that what we want will not be done without suggesting alternatives. Meetings take months to even schedule and all print and electronic communication to recruits and former students are often delayed by the inefficiencies created by the centralization. Centralization has NOT been effective in Engineering despite everything Dr. Banks claimed during her time as Dean. Furthering this plan on a university-wide scale is sure to fail and result in additional frustration and anger among department heads (already the case in Engineering).

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I agree with the proposed restructuring.

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The report mentions centralizing software subscriptions in Recommendation #3. I think we need more enterprise-level software contracts worked out at the TAMUS-level, so that State Agencies as well as TAMU, can take advantage of common robust software in the cloud (using UIN logins). I think it would also help to group similar types of staff by their function (job title in Workday), create personas for each group, and then find the best of class software for their job functions. Instead of having Dept-level software contracts, move those to the TAMUS-level, and then have them negotiated by volume with how many FTE's have that Workday title for software licenses - and they automatically get the software they need whenever they are hired as part of selecting that Workday title/job function (and maybe a percentage goes to central teams around that job function). (Graphics, PDF's, Email newsletter databases, web CMS platforms, web hosting, video meetings, video editing, presentations, etc.) It would be nice if you could communicate to people across TAMUS through their primary email in Workday, grouped by their job function, location, team, etc. I think how helpful it would be if there was a way to communicate to all Web job roles in College Station throughout all the TAMUS agencies and TAMU about the GoWeb initiatives or Campus needs or even more collaboration. All the emails live in Workday already, with filters for job titles, locations, groups - we just need to have a way to communicate to all those people. I think that functionality could help various teams across the university and TAMUS (especially state agencies that have staff on campus, like AgriLife, that also intersect with TAMU). I think it would be helpful to centralize websites and digital products externally around personas also - find common groups of people that we market to, and centralize those sites and products into one place for that persona - a hub for each type of persona. Tailor marketing and communications, media, social engagement, apps, events, and stories around that persona, ways to serve that specific group with their needs, user experience research to find out more about their journeys and how we can better support them or provide solutions to their problems in an intuitive and natural way for them. By engaging personas, we can help to create community around those shared interests and perspectives, get to serve their specific needs, and eliminate redundancies. I'd also say that the effort to centralize digital assets - any websites, apps, digital products, etc - takes significant amounts of work. Understanding historical background info; keeping sites functional and secure until they can be migrated; and then consolidating those sites or content takes significant amounts of work. It's possible to centralize people quickly, but to centralize all the digital assets and websites takes a significant amount of time and effort that needs to be factored in also. I think centralizing all those digital assets and products takes more work, but needs to be done methodically in order to have a successful centralization of services. I think it's possible to provide a better customer experience for both external and internal customers, centralize digital products around common personas, and provide a more profitable platform to engage larger numbers of people with high quality products, but it needs vision, capacity and years to implement that successfully. I like how it mentioned the Division of Marketing and Communications should collaborate with Human Resources to create brand-training processes for new employees. I think they could also help in finding internal personas to serve better - through communication email lists, websites/resources, ways for that persona group to talk amongst themselves, share resources (through common enterprise-level software), mentor one another, and even have once a year conferences or events around each of those personas to bring engaging speakers, training and resources for professional development in that job function/persona. This is another area that seems to be in the cycle of centralizing then decentralizing over time. I think having a strong central office that provides leadership and guidance for departmental employees would provide the best route going forward.

I think this would really cut off units at the knees when trying to get messaging out. Messaging to football fans is much different than to faculty to let them know about the latest geology lecture. I understand the desire to have "one message", but TAMU does too much to have just 1 party line. Social media and websites and messaging are SO baked in to what many of us do with our programs - the removal of historical expertise, and of resources from departments to a big pool could really make targeted messaging difficult.

n/a

Communications has been tricky at my center, due to it falling under 2 different agencies. If we could have a single POC for the entire center, regardless of affiliation (department, agency or even college) that would be a phenomenal step in the right direction. That being said, the TTI communications team is fantastic. We use the same structure I proposed in the business and HR sections -- I am the primary POC that all marketing/communications needs for the center are presented to. I then work with the [REDACTED] to funnel our needs through. He tags in members of his team as needed.



Centralizing Marketing - If it hadn't been done before it might make sense.

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Like many consolidations, I think the best place to start is to ask "why?" certain functions are decentralized in the first place. In the case of MarComm, the mission of central MarComm has never really been to service the marketing needs of the vast number of groups and programs on campus. Even if it was an aspirational goal, the capacity and knowledge of those groups/programs was insufficient to be fully effective. This has led to those groups/programs on campus needing MarComm resources that are close enough to them to have the relationship and first hand knowledge to support appropriate MarComm activities. Similar to IT, you can have a fully centralized Marcomm group but that will gravitate to an "order taker" type organization versus a "strategic partner" that understands and supports the group or program. It would stand to reason that if MarComm is to be consolidated, it would need to maintain some embedded staff close enough those groups/programs to have the necessary relationships to be a strategic partner.

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How will the reporting structure change? My position was specifically created within an office to specialize in our campus-wide programming. It warranted a full-time position on its own to fulfill the marketing and communications needs of these programs. Being taken out of my office (even if not physically) gives me great concern, as I'm not sure what that process would look like, or how a "dotted line" would work. Who has final say on my projects? Is it the director of our office as the person in charge of the programs, or is it my new supervisor under the Division of MarComm? I hope that there will be consideration taken for putting us between two supervisors. I fear there will be a lot of back and forth between the two, putting all of us in bad place while trying to satisfy the needs of two supervisors with separate agendas/goals. Would I be booted off my own projects based on seniority? This is more of a selfish concern, but still a definite concern based on how it could impact my career here at Teas A&M. A point was brought up during a meeting that with these changes more people could be added on to my office's projects since they are campus-wide and high profile. I welcome the help and would love the collaboration, however because I am a younger professional, I wonder whose lead would we follow? Currently, those decisions are mine to make as I earned that responsibility based on my experience and qualifications. However, if more senior members are added to my projects, how would that chain of command work? Would I lead the project based on that is my primary job responsibility, or would I be relegated based on years of experience in MarComm? I do not think this only applies to me. There are many people on campus that handle larger events and programs who could be affected by a similar situation. A lot of the report seems to be to increase capacity of those who cannot fill a full 40 hours with Marketing and Communications. I am not one of those individuals. Will there be any consideration for those of us who have less "other duties as assigned" based on our current responsibilities? I did find some positives with centralizing MarComm, however I think based on my role, it is not beneficial for my situation. I fear it will slow down my production time and hinder my office's work as I feel I would not be able to respond quickly enough based on whoever the new decision makers are.

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No comment

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Improved accessibility is greatly needed.

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NA

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It seems that departments do not have easy access to marketing and communications personnel. I often see/hear of departments relying on someone internally to manage their communications and marketing / design and that person isn't trained or doesn't have the background skills to complete the tasks well. Often when the department reaches out to their marcomm supporting team, they are met with misunderstood objectives and delayed materials that take so long to go through any sort of review with the client/department. This forces staff to rely on in-house work that will be done in a more reliable timeframe, but is not done as well or fits as well with the main TAMU vision and goals. Merging this group together would be wonderful, as long as they can perform quickly for the units they serve and work to understand the individual objectives of each unit they work with.

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I agree with centralizing marketing and communications across the university. Additionally, TAMU is proud of its traditions and there is nothing wrong with that. However, when trying to recruit underrepresented populations, some of our marketing brochures should reflect the diversity of students here on campus. I made this suggestion to Mr. Scott McDonald, former Director of Admissions, as it related to the Office of Admissions website. I told him that if I am a student who is interested in attending TAMU, I need to see people who look like me on the admissions website. The website at that time, showed buildings and traditions and Reveille. If I am from out of state or an in-state student who knows nothing of TAMU, showing buildings or things like the century tree, do not help me if I do not know what they

mean. Yet our publications do the same thing. Our freshman admissions brochure has the Academic Building on it. Only current students would know what that is. I have often said that The Office of Admissions focuses more on "the process" than it does "the people." We're steeped in tradition, but does it benefit recruitment and retention? For example, we have one publication called "Aggie View." During Aggieland Saturday, I had prospective students and parents hand the brochure back to me. Once they glanced through it, they gave it back because there's nothing in it but pictures of traditions (i.e., the aggie ring, buildings, senior boots, etc.,). We still have boxes and boxes of those brochures. It was a waste of money. Kids today are into apps and social media. Marketing should utilize this.

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I believe that it is a mistake to combine all of Marketing and Communications departments into one department. There are ways to accomplish a more uniform branding/message without putting everyone in one department/division. I work for Transportation Services and we have a TINY marketing team for the amount of work that is needed and accomplished. We still make it a priority to have everything branded correctly and we try (as much as it depends on us) to make sure we're communicating a message that supports the overall message of Texas A&M. I believe that this will cost the university more in terms of money and time/man power. The overall message MIGHT become more uniform if all marketing departments are combined, BUT each department that has a marketing team will suffer tremendously if their marketing team is taken from them. Here are my alternative suggestions to the MGT report. I believe that we could have monthly meetings with all of the marketing teams around campus to talk about what is being done well, what needs to be improved and what needs to stop. I believe there could be a better reporting and communication strategy across departments. Most of the time it is our department reaching out to the main TAMU MarComm unit to discuss items in question or to make sure everything is good to go. Very rarely is it them reaching out to us. Because of this, I believe that the main TAMU MarComm unit could hire a branding coach/specialist or a project manager whose job is to setup regular meetings with other units to discuss what projects their doing and offer advice to make the message in sync with the University. I hope that this proposal does not go through, but I do hope some of my suggestions are seen as alternatives to solve what the MGT report is trying to accomplish.

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Looking forward to the consolidation of our Corps Marketing Dept into the the university. The access to more skilled staff and so all of the messaging is the same and hopefully include more cadets in pictures.

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I agree that there is a need for improvement in marketing and communications. It can very difficult for students to find information and certain things that are necessary (i.e. aggieprint) cannot be found easily from a google search. For certain important university functions and information, it is necessary that you know the URL of the site you are trying to reach, which makes it difficult for students to find the information they are looking for. I also think a streamlined digital presence would make it much easier on the students to find the information they are looking for.

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Things to consider: Marketing is integral to be successful when students have a choice to live on campus or not. In order to market you need to be familiar with the product, which is the benefits of living on campus. It is hard to do that if you are not part of the organization. A communication plan is a major component (develop and institute) as part of our marketing plan this includes working with SLATE. The person who acts as our marketing liaison to the division is also responsible for wayfinding for conferences, opening and other major events.

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If these movements occur, please do not make these changes through Reduction In Force then having people reapply to the newly centralized positions. We have seen this in the past and it has cause severe consequences, to include but not limited to: loss in trust between employee and employer; poor mental and physical health of not only RIF'ed employees but the supervisors who had to inform the employees; low morale; and overall bad reputation. Social media still needs to be controlled at the lower levels such as: Advising Centers and Departments. Social media can and should be planned out, but there will always be last minute posts that must be published in a timely manner. A timely manner with social media means day of. If you take away this ability, you are doing a disservice. Enforce TAMU brand guide and create numerous templates, but allow the individual office run their own social media.

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Similar to IT services, I am concerned about centralizing marketing and communications functions (pp. 77-80) so much that my department does not get timely service when needed. I do not have a position in my department because we do not have a frequent need, so I rely on my Division's unit to help. The advantage is that they know the business of my department and can provide timely and quality products when I need them.

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The Libraries have a special campus and community-wide outreach mission and specific initiatives to increase open access to scholarly and cultural resources. I think it makes sense to embed dedicated marketing and communications personnel in the libraries to support this specialized marketing.

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The centralized model has been implemented in various forms within the marketing and communications area at Health

Science Center and there were challenges, three of the most significant ones, have listed below. 1. The colleges within the Health Science Center did not always receive communications from the university marketing communications office, and when we did, it was often at the last minute that gave us little time to act or it was filtered, so we didn't have all the information to make informed decisions. We were not allowed to interact directly with the university's marketing communications office. This breakdown in communication created an environment of distrust at the Health Science Center level. If the centralized model is going to work, the college's within the Health Science Center need to have the same reporting structure as the other college's at the university. We should not have that extra layer of reporting because things often get bogged down. 2. Under the centralized model we reported directly to our dean with a dotted line to the HSC. This created challenges because the dean's priorities and the HSC's priorities were not the same, so there was a tug-o-war system in place and that was extremely challenging, especially for those of caught in the middle. If the centralized model is going to work, a clear reporting structure and priorities have to be clear for the employee as well as those they report to. 3. I certainly understand the need for cohesiveness regarding the university's brand. Under the centralized model, the college's in the health science center should have the same branding as all the other university colleges. Currently, we have competing brands on our building. Our college name is similar to the other colleges at the university, but the branding on our building has both. It's confusing for our constituents to know who we are and it's challenging to establish a solid brand in an area outside of College Station when you following two different brand guidelines. The HSC should have Texas A&M Health as it's official name, but its branding as well as the branding for all the health-related colleges should be the same as the university.

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N/A

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N/A

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Although there are benefits to centralized services, I feel like institutional and historical knowledge is lost if departments are put into a queue for the first available person to handle. It is more effective if some level of coordination remains within the units as well.

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I agree with the need to restructure Marketing & Communications to better align a more consistent branding message for the overall university. My hope is that even with consolidation, that the individual departments/colleges continue to have the freedom to uniquely market & advertise their individual departments/colleges, within the broad scope of the overall university brand message.

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A theme of this report seems to be that centralization of functions is always better and more 'efficient'. In an organization as large at TAMU, there are many reasons why decentralized services may serve students faculty and staff better. Perhaps standards, training and resources can be put in place to better align decentralized efforts.

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To properly fulfill the mission of the University Libraries, best serve all students and stakeholders, and properly care for the unique and often priceless materials housed in the University Libraries buildings, it is necessary for the University Libraries to remain an independent entity within the Texas A&M University System with its dedicated Marketing and Communications department that can efficiently and expediently provide services which puts the University Libraries and its place within the Texas A&M University System in the best and most accurate light.

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This should have always been a consistent message. Branding is a very important PR tool in this day and age. All campuses should report to one person so we present the same picture. Websites need to be more user friendly. I am constantly walking students and parents through the site so they can find information.

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I support recommendation #1 as we do not have a consistent story for our brand, and our branches are not as aligned as they could be. It's also imperative that throughout implementation of any of these recommendations, that MarCom is leading our messaging about it. As well, with recruiting employees, MarComm needs to invest in its employer brand as much as we do our student brand, or research brand. It's not directly addressed but our internal communication strategy for employees is horrible. I'm told that the timing difference of when employees receive emails is all about IT constraints and the lag time to propagate that many emails to employees. Well I say that perhaps it's time to consider a different method of internal communication that can be more instantaneous, equitable, and accessible. I'm sure there are other software communication applications that could be adopted that could serve as the official communication channel for employees that is NOT email and that IS instantaneous to thousands of people all at once. I think the sequence of who is informed of things needs to be created so as leaders and service providers we know who has been informed already and who is to be informed next, and when. I don't appreciate messages about changes to the next day's work schedule to go to my employees after 5 pm without me knowing about it beforehand so that I may formulate

a strategy prior to their calls/text/emails. Recommendation #2 I hope will address the difficulty and variety we see in ordering logo wear for our staff. I think MarCom should have an employee storefront that they manage where we can order logo wear and other branded items as university departments rather than us going out to all places on our own. This would help keep the employee brand strong.

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How will centralization affect college-specific communications needs? (internal communications, alumni communications, speaking remarks for deans, etc.)

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The report's recommendations in these areas, namely centralizing marketing and communications, appear to stem from a preconceived notion more than practice. How do the consultants know that vital communications are sometimes reaching external audiences before internal audiences? Were these audiences surveyed? There are no examples provided of this. What efforts are duplicated? Where are the examples? Then we get an entire raft of findings and rationales based on this unproven premise.

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Recommendation #1 Centralize Marketing and Communications Across the University P.77 - 78 • When departments are dependent on utilizing their own departmental Marketing and Communications to market their programs, will departments continue to have decision-making authority? • Will this change slow down how long it takes to create and get approval for communications that go out to the campus community and our media partners? • What authority does a department have in working within "university branding" yet keeping departmental identity, especially when we work with student committees? Will the new process create a larger bureaucratic process to get things accomplished?

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Creating a more robust area of storytelling is a must for Texas A&M. As one who took classes in Journalism in the mid 1980's and now have worked to communicate the Aggie story here at 12th Man Productions, I see first hand how the missed opportunities and missed growth potential over the years has left a very disjointed approach to communications on campus. I think two things. Athletics is the front porch to any University. 12th Man Productions, of which I oversee, has a direct affiliation with ESPN. We employ over 90 Texas A&M students every semester, none of which get any academic credit for working here. Almost none of them even knew we existed when they came to Texas A&M but they were in their MEDIA TECH class in High School or just interested in Storytelling or a Technical geek. We have almost 100 former students now who are in the full time jobs after college in professional communications roles because they worked here from actually working at ESPN on the technical side, to others who are news or sports reporters, Graphics creators, Marketing professionals, Social media creators for Professional and college sports teams, and more. This is something the University should be able to brag about. They learned how to shoot video, edit content, do live TV of Texas A&M events for ESPN. ESPN brags about us and our staff wins awards. The point being, there should be more synergy with this type of storytelling. KAMU is a prime example, I took classes there 30 years ago and it is essentially the same building. YES -it's a TV Station BUT it can be so much more to a student body in 2021 where Communications is so Technically-centric. The other parts of this report spell it out but engaging the students in the same way that we have at 12MP to work at KAMU, to be storytellers for TAMU, to work with MARCOMM staff to find the stories, the unique research, the unique people, the incredible diversity that TAMU offers. We are not telling those stories in a cohesive way with Video, Social, Print collaborative collateral. This report offers a road map - its more of a google earth look and we need to get down to street view. What do we literally need to do to better storytell Texas A&M to the citizens of Texas, the United States and to the greater world? It can be done but it starts with centralized VIDEO RESOURCES (KAMU), MARCOMM RESOURCES & aligning a STRATEGY and EXECUTING with timelines and success markers. Evaluate resources, staffing and needs and do not allow the Campus TV Station to be an isolated entity anymore but integrated into the Marketing platforms in a COMMUNICATIONS & MARKETING HUB.

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While centralization of services may be beneficial, decentralization may have occurred out of necessity in some cases. For instance, centralizing all communications raises questions about the knowledge and understanding of communications staff. Many departments rely on someone who is well versed in a specific area so that they can best guide the department in the communication strategy. As an example, I have three websites which require frequent updates and depending on the season, this can be several times/week. Our communications support staff intimately understands our business operations. Questions that come to mind are: Will centralized staff have the same level of knowledge/understanding? Will I be working with different staff every time? If so, how does lack of continuity in communications team influence outcomes?

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I think centralization of MarComm is a good idea so long as the units throughout the university still have their own marketing and communications teams. I'd like to see more direct communication and support from the university level to the MarComm teams at the college level.

I support these recommendations.

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I reiterate my comments above about my concerns with consolidation.

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Generally agree.

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I agree there could be better coordination of marketing and communication efforts across the campus. I would hope whoever is chosen to lead this has strong leadership skills, is willing to do the work to ensure the messaging is consistent and accurate and spends time in learning about all the good work that is being done by the many communications staff that are in the departments.

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No feedback to offer

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Marketing the University and marketing a particular department are two different things. Departments need to have their own dedicated individual to serve them. Not a person not reporting to them, that is being evaluated by another department.

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Centralize all IT, business, HR and marketing communications professionals. If these professionals were left in their current physical locations to serve constituents, with current reporting structures intact – a dotted line for central oversight might improve the flow of institutional knowledge/implementation. If the plan is to relocate the programmers, technicians, business and HR associates, writers, videographers, etc. away from their constituents and remove the accountability we currently have to our constituents – this is not a good idea. Decentralization has allowed these entities to be more effective, and fully centralizing these business critical functions would fuel bureaucracy, negatively impact service (just ask faculty and staff in the two largest centralized colleges) and not be in the best interest of students, faculty, staff or the institution.

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This centralization makes sense!

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This is a good idea.

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Each Marketing unit within each college is specific to that college. Giving the college easy access to proper branding guides. The Marketing unit also does a lot of things specifically related to their college, such as ideas for swag, ideas for events for our students, our unit events, emergency but proper use of Marketing signage. An example: An emergency called meeting to have proper signage put up at all of our Libraries during the COVID pandemic shut down.

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We have a MARCOM department on this campus that is unresponsive to departmental needs across the University. They have posted a two hour window, once a week where they will allow you to contact them.

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Working in the research world, we've had better positive communication and interaction and advice from TAMU Marketing and Communication over the past 5 years than the 5 years previous to that. Again, is centralization that is the solution or is it putting good people in a position, giving them direction, keeping them accountable, encouraging them to know their customers, and let them excel the solution.

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Of all the consolidation recommendations, this one makes the most sense to me.

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The top level marketing and communication leadership team needs to better understand the ongoing marketing work and efforts being handled at the college or department level. This could help combine efforts, improve consistency and further outreach/penetration. To do this effectively, that team or top person needs to better understanding of the different business models and operational aspects of all colleges and student services.

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Same as above.

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Clarifying marketing and branding guidelines would be a huge help. I tried making an ad for the department to match university branding and it was a huge pain to find information about branding. Even email signatures aren't clear in the current guidelines and are not properly used university wide.

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If there are 300+ full-time marketing and communications professionals working across the Division of Marketing and Communications, why am I on my own trying to come up with marketing ideas for my Center? I am a creative person but I don't have the background nor the software to create marketing items. I am using Canva to create web posts, social media posts. I want to create an ad for the Center, which I have with limited resources. It would be nice to have a department to go to for help. I feel the website system TAMU uses is easy to use and navigate.

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As the plan evolves, I would like to see a more detailed peer review showing the success and challenges of centralized marketing and communications in higher education. Many questions have arisen about how a centralized marketing and communications structure would look in Student Affairs, including the dotted line to BG Ramirez. As the "currently identified" Director of Marketing & Communication for Student Affairs, I would like to be part of the group that helps to create the new structure based on existing knowledge and experience of the Student Affairs Marketing & Communications Committee, strong division relationships, and collaboration, peer review, research, and input from key stakeholders. I hope also to be part of the integrated council of marketing and communication leaders across the university to ensure consistent goals, messaging, and processes. Kudos on the idea of creating an internal communications strategy! The idea of a centralized Texas A&M University marketing and communications student worker program is long overdue. We have huge potential to utilize students on a centralized team, not only for "burdensome administrative tasks" but to assist with messaging, social media, video, design, photography, public relations - all aspects of marketing and communication. Creating strong partnerships with key colleges and departments would enhance this idea. The Division of Student Affairs has worked in the area of high-impact practices for student employees for years, and it has much data and knowledge to share. Many of our peer institutions have excellent models for student marketing teams - they can be a win-win for everyone. Kudos to the idea and an attempt to establish long-term career paths in marketing and communication and a clear division of job responsibilities. Yes, crisis messaging must be centralized and updated! During the deep freeze back in February, communication was disjointed and challenging. Note: We have experts on our TAMU faculty who specialize in crisis communication. For the past several years, Texas A&M has focused on branding, and I believe with its strong central team will always look forward to improving branding. While there will always be opportunities to refresh our brand and for internal training on brand guidelines, this effort should perhaps start with a look at what we are doing right. "The Texas A&M brand is our most valuable asset, and we must all be brand ambassadors." ([brandguide.tamu.edu/](http://brandguide.tamu.edu/)) In Student Affairs, we crafted a brand guide for our division based on the university's brand guide: [studentaffairs.tamu.edu/brand-guide/](http://studentaffairs.tamu.edu/brand-guide/) T

The marketing and communication centralization has not gone well either. COALS has control of what is put on our websites and only wants the websites to be used for recruitment, but it holds no real information for the students currently in the departments. Before the restructure, departments could add important information and now it all has to be approved by someone who does not work in the department or advise students and has no clue what students need to see before deciding to apply to A&M or what information they need once they get here. It is one thing to have a set website template and require certain information, but someone needs to sit down with advisors and departments to decide what all would be useful to have on department websites.

Rationale #2 It is mentioned that, "... most for-profit colleges are predicted to continue increasing online advertising spending ..." Is this same tactic appropriate for public sector non-profit universities?

None

All good. One Vision. One Message. I love our traditions but times are changing and what is precious to Alumni isn't necessarily relevant to incoming students. Communicate with cultural sensitivity. Paint the picture you want to manifest. "Be cool, be hip, be now!" Websites: Never more than 3 clicks to get to what you want.

I am concerned about centralizing Marketing and Communications on a large scale. I think the centralization will work on a small scale if each Associate VP is given a team that is dedicated to their units. Marketing programs and services internally to current students and faculty required extensive knowledge of how to talk about these topics correctly. Many of the existing communications people in these department already have this knowledge and shouldn't be removed to far from that knowledge. And, again, I think there is a severe lack of support for internal marketing and communications needs on main campus and if these jobs were centralized, it would work best if more staff and resources were added. Case and point, I work closely with 5 units within Undergraduate Studies and I do a lot of consulting because the staff need/want advice on how to do this work. I have a graphic design degree and a PMP certification.

Positives of the Recommendations Listed An updated, university-wide crisis communication strategy is absolutely needed. • The Division of Marketing and Communication collaborating with Texas A&M Human Resources to create brand-training processes for new employees. T • Unifying the software and systems across campus not only will reduce duplication of investment and inefficient use of valuable resources, it also means that in times of crisis/emergency, personnel from across the campus can provide relief and assistance as needed because of the universal use of software and systems. • Websites that are easy to navigate (and similar in menu structure) across colleges will better engage

external and internal audiences. Concerns are primarily related to staffing: • A better definition of the dotted line structure is needed in order for employees to navigate reporting lines and feel confident in decision making.

There needs to be a complete overall of the Marketing and Communication offices. The first is the recognition that Marketing is completely different than communication. Marketing is how we put ourselves out there for the future - how we get our brand messages out, etc. Communications is how we respond and relay that information. We have no Marketing plans or messaging. We have lived off the "we are Texas A&M" for too long - we'll never change our message as all inclusive until the marketing is changed.

Comprehensive, and consistent branding and messaging is applauded. I wish to recognize our Division of Research Marketing and Public Relations representation, and express how important these subject matter experts are and the hope that they will continue to "major" in DOR related matters, while having others "minor" in DOR related matters, for cross-training and depth of knowledge. The relationship aspect of centralization can and should be addressed, respectively, for optimal results.

This seems logical and cost effective. There needs to be a well-established request system in place for this team so that, like IT, they can respond in a nimble fashion with client departments need something. It may be wise to consider a student intern program that connects to departments so that students can work on basic elements for a client but the final approval of the work is overseen by the central office. For example, press releases could be created in a department where the information exists first hand and then finalized and approved for release by a central office. Also, there will need to be many more templates created that can be used by people within office to ensure some general branding across the many elements of communication, including social media. Will faculty be required to use university templates? They are often the most visible representatives of the university and give the majority of presentations to the public. It will be easy for this office to become a bottleneck if there are not some "canned" elements that anyone can use to create some of the marketing pieces.

No input to provide

It makes no sense to single out Marketing/Communications for "duplication of efforts" and recommend a reorganization that "adopts a fiscally responsible" structure and yet maintain so many VPs at the highest level - the majority of whom moved over from Engineering Communications with Dr. Banks and are presumably being well compensated for such high level positions. The optics are not good and reek of favoritism. With so many staff already in place, why does TAMU need an "Associate VP of Executive Communications" who only has one direct report, and an "Assistant VP of Events and Stewardship" who has no reports? It's top heavy and hypocritical. It's also worth noting that Engineering Communications, which I assume is serving as the model for this university-centralized structure, was well-known for being poorly managed and lacking customer service, with projects and requests languishing on wait lists for long periods of time, particularly on the TEES side.

I am in Engineering Communications, and I know first-hand how nice it is to understand what needs I am serving, the audience I am to reach, what duties are my strengths, what tasks can be better done by other teammates, etc. So centralizing can do wonders when done correctly. That said, communication is critical in this kind of reorganization. Clear lines of leadership and transparency of intent are needed for success. The report clarifies that. Please adhere.

Centralizing marketing and communication seems to be an ideal situation. I worked in many roles at Texas A&M that required me to make or create marketing materials but there was inconsistency throughout and when I would ask the college that I was in for clarification they were not clear on their answers. There also needs to be consistency in websites for each college or some sort of training, it seems so messy and unorganized when they are given a template and no direction on what is allowed or not allowed. I think wordpress press is user friendly but also each college has restrictions and when I worked on the website I would get random feedback about layouts but was never told the right way to do it. I also feel like if departments have social media accounts there should be some direction on what kind of material would be ideal to post, also consistency in terms of what is posted on each and timing etc.

As long as A&M administrators, faculty, staff and students, rely on outdated, incorrect, or incomplete histories of the University and system, effective marketing cannot be done. Create a position of University Historian, with support staff, to research, compile and collect accurate history of the university and system, focusing on currently needed areas. For example, existing histories do not mention the six Native American student athletes who attended A&M in the early 1900s, including the quarterback of the football team. They do not mention the roughly 30 Japanese Americans who attended A&M prior to 1950, including the highest ranking Japanese American soldier in the US Army during WWII. They do not mention the campus nurse who gave her life caring for students during the 1918 influenza pandemic. They

do not mention the Black employee who died during World War I. The list goes on and on and on. The existing position of University Archivist has legal responsibilities concerning records management and retention, and other Cushing staff are likewise overburdened. A University historian (reporting to the Archivist) could mine books and manuscripts in Cushing and other parts of the library to provide data needed for marketing and outreach.

Again, NO to centralization. Departmental employees don't want to work directly with a faceless central office that doesn't know anything about their department's particular circumstances or needs.

The Marketing & Communications for our department already cannot serve all of the constituents within the department, centralizing would just seem to exacerbate the problem.

No Comment

Same as above.

As a marketing/communication professional, I think centralization of many functions is prudent. From a marketing/communications standpoint, this could result in an enormous financial benefit - rather than each school negotiating separate contracts for content management systems (CMS), media buys, video/photography vendors, printing, etc., having one contract with multiple user licenses is far more cost effective. From a brand standpoint, the consistency in centralization will only serve to strengthen the brand. Caveats include autonomy for each business unit to identify key strengths and have those incorporated into messaging., understanding diverse markets - marketing in Washington, DC is different than marketing in College Station because competition is different.

Howdy my name is [REDACTED]. It is vastly important for our group to remain apolitical and not be under either marketing or communications. Most of our work and benefit for the university would be working with the Associate Communications and Marketing Operations. More than 80% of the campus digital traffic and strategy is under operations. Right now, it is the center of all digital strategy from recruitment and admissions to the individual colleges and programs. It is important for us to work with all parts of marketing and communication. We need to plan and implement strategies from the President to Division of marketing communications, admissions down to the college and individual program level. We need to work towards cross domain tracking. Tracking the users experience across websites from tamu.edu to admissions.tamu.edu to the individual college websites. Doing this requires a specialty skill of understanding programs like Google Tag Manager. Being able to set events across the different accounts of Google Analytics to have a holistic view of the TAMU brand. This requires working closely together. We already started a centralized Google ads account that houses the major colleges like Mays, Engineering. This type of strategy is important to understand what different parts of the campus that are advertising and making sure vendors and users are not buying the same placements. Like Analytics it is owned by the individual Colleges and Departments. Insights is something that our team can provide by accessing the data across campus. There is a very big knowledge gap in this area across campus. That is why it is vastly important to have us as apolitical as possible and able to directly work with all the major programs and colleges. Thanks

Recommendation two, if it comes to pass should fully utilize the vast communications expertise across campus to develop branding guidelines that meet the needs of all units. As noted with my comments in the Finance and Business section. I don't see the Deans being agreeable to having no oversight of the person creating the messaging for their College. Furthermore, it is unclear to me how this would be applied to division and college websites.

There is no possible way to centralize all marketing & communications efforts on one team. [REDACTED] is amazing, but she is not a magician. I fear the individual programs and offices would suffer in quality because marketing & communications projects would be assigned to people with no expertise in those areas. We all deal with very smart, astute audiences. We cannot afford to let them down.

This is fine. I'm in comm and we will report to whomever. Please don't take our IT.

I am eager about the news for Marketing and Communications! I think that standardizing our websites and marketing products will help us appear more professional and connected as a University!

- The Associate VP for Communications and Marketing Operations is the single worst job at the University under this new system. What has been created here is a situation where departments that are currently on their own will now become competitors. The target audience for Athletics is nothing like the target audience for Qatar, but this report thinks they should report to the same person?
- Design should be under the Senior Director of Communications. The social media team gets more from the design team on a weekly basis than anyone else.
- Putting everyone together will



de-incentivize any progress. What this report is trying to suggest is that the marketing departments be expanded to allow these teams to build according to the Texas A&M guidelines. •Different places on Campus have different goals, and they need to report to the people who's goals they are trying to help accomplish.

Centralizing this department makes the most sense. There is a lot of duplicated work, unnecessary software purchases, and confusion about what resources are available and to whom. This has led to a lack of accountability and an inability to update pertinent information in a timely manner.

These moves make logical sense and seem to highlight the inefficiencies that are happening within Marketing and Communication offices across the campus.

Centralization of Marketing and Communications is unnecessary and will lead to a lack of responsiveness to communications needs. Better networking and coordination - yes. Centralization - no. Current MarComm team already has a very good network established with Student Affairs Comms group...don't fix what isn't broken.

I agree with the recommendations outlined in the report for Marketing and Communications.

If you take Marketing and Communications away from the colleges and put them all in a centralized location it will ensure that some of the colleges will never have stories written about them or hardly ever get media coverage. It would really make it difficult to get graphic designing done and just about everything else. I don't want good talented people to lose their jobs either.

Branding at A&M has been inconsistent for a long time. Individual colleges, departments, programs, etc. all have varying opinions and protocols for the brand of Texas A&M University. We have way too many social media accounts going in too many different directions. There are too many professionals wanting to deter from the Texas A&M brand for a number of reasons. Once again, this recommendation looks extremely challenging but is one that I applaud.

Many of the colleges are already using a centralized model for Marketing & Communications (e.g. College of Geosciences). If the overall reporting structure is to change, like IT, Marketing & Communications staff should remain with their respective units. If the merging of the Colleges of Geosciences, Science, and Liberal Arts is to happen, the new College of Arts and Sciences should be allowed to expand their Marketing & Communications team. This would benefit faculty, staff, students, and the university in many ways, the most important being that existing MarComm staff would be able to provide new members with training from legacy knowledge, and therefore, create the best team possible to promote and develop branding for the new college. This would elevate news on multiple platforms and allow for recruiting the best and brightest of students and faculty alike.

Great observation.

This recommendation was made in the past and if it failed, it is due to the ineffectiveness of a centralized marketing and communications strategy.

Recommendation #1: Centralize marketing and communications across the university. (p. 77) Recommendation #3: Streamline digital presence and contracts. (p. 83) I support these recommendations.

Yes - branding is ignored by so many and there is no one overseeing that it is followed.

No comment

Marketing efforts at TAMU are extremely disjointed and uncoordinated. Prospective students, first-gen in particular, are completely overwhelmed with the college search and career exploration process. Realigning and centralizing campus-wide marketing efforts is critical. I fully support all of the recommendations provided by MGT as it relates to Marketing & Communications.

No Comment.

As someone who works with different units across campus to create publicity materials for events on campus, I agree that a centralized and cohesive approach to marketing and communications is necessary. While MarComm currently provides a brand guide on their website, following the guide is not the norm and most faculty and staff don't even know it exists.

I can't really speak regarding this but would have the same fear with the IT Department. Having to deal with a main Marketing & Communications department regarding items would be a speed bump in getting items delivered to the public.

I only receive emails and have not had any interaction with this office.

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I support consolidation to present a united front and consistent messaging to the outside.

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I think consolidating Marketing & Communications across the University will provide for a consistent TAMU message to external constituents, donors, and alumni, which will benefit the University moving forward.

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It's imperative that we have centralization across the university when it comes to marketing and communications, with some caveats to the findings, recommendations and rationales: The organizational structure should mirror finance and administration when it comes to reporting structure. AgriLife, Engineering, and Texas A&M Health should have dotted reporting lines into central marketing and communications and hard lines into their CEO/COO leadership. The infrastructures are far more robust, comprehensive and diverse than the other units. This is the case for AgriLife and Engineering but not for Texas A&M Health who also has extensive relationships and intertwined associations with the System. Texas A&M Health has one of the broadest geographic and operational spread of any unit including its comprehensive makeup including academics, research, business development and clinical operations, manufacturing and development, community outreach and external engagement. Texas A&M Health already operates on a fully sub-branded infrastructure with far more central oversight and approval than most units. The course(s) of actions we make and will make strategically relate directly to the strategic work with our CEO in respect to our robust and comprehensive priorities, and that determination cannot be made by the AVP of Marketing Operations. Coordination with the AVP of Marketing Operations through a dotted line would ensure brand integrity while not hindering strategic functions and operational movement beyond marketing and communications, and/or create limited understanding of job performance due to limited interaction and direction. It appears to create more bureaucratic layers than collaborative infrastructure. When it comes to reporting structures, how will budgets be handled? By dotted line structure? By hard line structure? Combination of both? Will central marketing and communications provide new and/or more resources to those units with limited access to some assets? All marketing and communications staff across Texas A&M Health colleges, institutes, centers and clinical operations should hard line into Texas A&M Health marketing and communications leadership to eliminate gray areas and improve collaboration, efficiency, transparency and accountability. Additionally, all Student Health Services marketing and communication staff should also hard line in. The development of a formal review process integrated across the university for all external marketing and communications materials and the distribution of press releases goes against the prescribed need for transparency and accountability by all of us. Media operates in cycles and if we miss a cycle because the increased layer of bureaucracy and review process, we run the risk of doing more harm than good. There needs to be trust at various levels of the infrastructure. The report continually focus on students but again, the nature of Texas A&M Health is far more than just students, its our communities, patients, access issues, community partners and so much more.

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If centralized marketing occurs, there DESPERATELY needs to be a project management tool that helps offices, depts, etc. get their work requests done.

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Providing centralized marketing support is important. Smaller units such as my own (TAMU IP) cannot afford their own marketing personel, so need to rely on MarComm for graphic design, website, and print services , as well as public (media) relations.

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N/A

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I hope one office can quickly respond to and manage the many communication needs. Not everything departments do are "projects" with a future date. Some communications are needed NOW.

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I enjoy the zoom meetings that connect all the communications across campus. I wish there was more cross sharing of events/posts.

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No comments.

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In the proposed organization chart, marketing and communications staff of the colleges that make up Texas A&M Health are under an additional administrative layer between them and Texas A&M's central marketing and communications office. This dilutes the two-way flow of information and reduces access. These colleges have a reporting line to their own deans like the other Texas A&M colleges. Most have both undergraduate and graduate students and a research enterprise with concurrent associated demands, in addition to a large pool of alumni. Aspects of patient communication could certainly benefit from coordination under a Texas A&M Health umbrella, while the other internal and external communications would benefit from having a direct link to the university level.

I think all the recommendations are good and will help TAMU as a whole market and communicate what Texas A&M is all about and recruit more students.

A more centralized approach to marketing and communications is good. However, with regards to the health-related colleges: While I think they should work collaboratively within the overall HSC (Texas A&M Health), I do not believe their communications operations should be clustered together beneath Texas A&M Health. That has not previously been a successful model because the focus shifts from advancing the mission of the individual colleges to promoting the HSC brand. The unique needs, priorities and foci of the health-related colleges and their communicators generally were dismissed and/or ignored. Just as the colleges and their deans report directly to the Provost, I believe the nursing, dentistry, medicine and public health communications offices should have the same reporting structure of the other academic units. They need to have a direct, unfiltered presence just as the other colleges/schools do. In my experience, dotted-line and solid-line dual reporting structures breed confusion and dysfunction. However, if this is adopted, the dotted line reporting should be to the central office with a solid line to the deans. The chief college communicator should work closely with their dean and be considered a key member of the dean's cabinet. This does not happen effectively when the chief communicator does not report directly to the dean. The chief communicator is generally considered an outsider. What happens to budgets? Are those centralized, too? How will college communications departments with scopes broader than pure marketing and communications be handled? (Some offices support alumni-related activities, development initiatives, etc.) I fully agree with recommendations #2 and #3. I think they are greatly needed and, if implemented, will have a significant, positive impact on our marketing and communications efforts and would be outstanding resources to the college communicators.

none

- Currently, Events has been relocated to nest under Director of Operations. This does not make any sense. Events should be nested under AVP of Events and Stewardship. This Org Chart represents two separate events teams. They should all work collaboratively to serve both the President and the University. - If the team is going to grow, there should continue to be HR liaisons within the Division. It doesn't make any sense to remove a vital function from within the Division. The HR liaisons should continue to be housed within Division offices to assist with day-to-day functions. - Along with the Senior Director of Marketing, there should be a column for Senior Director of Advertising. These two entities serve full time roles. A Senior Director of Advertising should have a copy writer and graphic designer separate from the Senior Director of Marketing team. Advertising serves as an international marketing tool for the University, and to meet the caliber of communication we are accustomed to, a separate role needs to be created. - Athletics serves a completely different audience than our Scholastic audiences. They should not be under centralized Marketing & Communications. - If the goal is to centralize efforts, why are all of the colleges in their own category under the AVP Communications & Marketing Ops? Shouldn't the "services" of the division fit underneath all of Divisions and Colleges? Social Media, News, Videography/Photography, Web, and Design all assist the division, but they're separated throughout this org chart. You will continue to have duplication of efforts and lack of coordination in this setup. - Under the Director of Operations, there should be a Director of Project Management. Project Management is a vital component to centralize project efforts, and the Director of Ops shouldn't have to focus so much effort over a general "project management" section. Having a Director of Project Management allows for streamlined communications efforts and project cycles.

Centralizing ALL of marketing and communications is really interesting. I agree that the web is the wild west, and communications can be all over the place, but if you don't have embedded communications professionals inside the different colleges and divisions it will be a lot harder to learn about the stories worth sharing. Also, with centralizing web staff, who is going to be in charge of content? Someone has to be responsible for it or it will never get updated.

Support combining these efforts and aligning practices

This is certainly an area of the campus community that needs to be centralized.

I agree with the recommendations in the report for this area. Consistency of Messaging for Texas A&M is paramount to program execution. There are unique needs of Departments that should be elucidated before making changes in this area.

No comment.

The much-needed centralization is a good idea to promote our brand, standardize processes and best practices, and maintain a consistent voice. My concern is the ability to have needed messaging sent out in a timely fashion without creating delays in our large organization. With a large demand for these types of services, there is a possibility that staffing in these areas may not be adequate. It was unclear as to whether communicators entrenched in other units would still be doing the work of those units, or absorbed by the much larger marketing and communications machine. Having dedicated staff for a particular unit is helpful, and allows us to quickly respond to the needs of our campus community through the workings of our functional units.

Ever wonder why the golden arches never have to have a word included on the sign? Because we all know that means McDonald's whether you are in College Station or Ethiopia! TAMU has never featured itself as a University, but rather a fragmented "thing" that somehow worked for years. I have yet to watch a sporting event where I (as an outsider) would be moved to tears about the discoveries being made or impressed by the contributions being made to the Greater Good by TAMU-at-large. Consolidating MarComm and centralizing is brilliant.

N/A

I don't know exactly what all of it means for [REDACTED], but as the [REDACTED] and 10+ years with Texas A&M University, I cannot express fully the positive impact and mentorship provided by [REDACTED]. [REDACTED] started a campus-wide effort called "design counsel" 10 years ago that brought together communicators from across campus. She shared her vision and wisdom with all of us and championed the value of our work. It kept us all in-line with how to brand Texas A&M. It built connections throughout the Texas A&M community that exist and benefit the university to this day. I've never heard of a soul who disliked [REDACTED] and the impact she has made on designers, photographers/videographers, and communicators is invaluable. I have heard plenty of quality employees leave TAMU Marketing and Communications because of awful administrators, but never a single person (not a SINGLE person) leave because of [REDACTED]. Good people stay for good leadership and this is one worth putting my name on to stand up for. And even if it isn't at risk, it is good for someone to hear how special this individual is!

There should definitely be a consolidation in this area. No need for multiple departments and colleges to have their own marketing and communications people.

I strongly agree with a support the recommendation made by MGT. A centralized office or Marketing and Communications will be critical in supporting any major changes and relaying these changes to internal and external stakeholders.

This makes complete sense and I am happy to hear that there will be more of a centralized, consistent voice and vision for the university. This is desperately needed!

I GRADUATED FROM A&M IN 1993 AND AM CURRENTLY AN EMPLOYEE. I HAVE NO IDEA WHAT MARKETING AND COMMUNICATIONS DOES SO ANY CHANGES ARE PROBABLY GOING TO BE MUCH NEEDED.

I agree with the findings in this section.

College-level marketing and communications teams should be allowed the option to grow as needed to fit project workloads/demand.

## Marketing & Communications - Student

Please provide your comments related to Marketing & Communications:

N/A

Don't combine liberal arts and sciences

I have no comments here.

none

None, agree with the MTG Report.

While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

Important TAMU communications should be given to faculty, staff, and students via a stream lined method using ONE method (ex. email, howdy, or "canvas"). Time sensitive/safety information should be send via text message.

None

I oppose consolidation of Marketing and Communications, and I oppose integrating the Communication department into their purview.

I think our departmental marketing and communications office does a fantastic job, but there is certainly something to be said for reducing duplications of effort and realigning/harmonizing under one umbrella.

don't know enough to have an opinion

Please don't do the plan. It's not a good plan. We don't like the plan.

I have found that both inter university and inter college communications are often disjointed. Not everyone is aware of industry night opportunities, resource groups, and job recruiting resources because there is no centralized information system besides emailing lists.

Good.

Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

The Battalion is not marketing for the university and it doesn't belong to the nonexistent department of journalism. It's meant to be independent student journalism for students by students. It was established in 1893 before there were journalism students. The committee might have realized this if they bothered to interview anyone who worked there.

Consolidating into one department is a great idea to create a more unified university message.

No comment

I support these initiatives

Please don't change anything.

The school needs to stop hiding its bad history. They need to confront it. People from everywhere else see the school as a breeding ground for alt-right conservatives. Why has this school become so conservative that if you are not white and conservative you do not feel welcome. It starts with the people they invite to campus.

NA

As long as the consolidateed MarComm will still be able to work closely with colleges, groups, offices, and departments, I am fine with the proposed changes.

Advertise more for college of Liberal Arts itself, don't define Texas A&M solely as a STEM college, but also an university for the Arts.

It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

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None

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I think that centralizing the Department of Marketing and Communications is a great idea. I currently work in MarComm at the [REDACTED] and think that this idea would be welcomed with open arms.

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This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

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-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be it's own department.

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n/a

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Tamu should stay and operate the same. No changes.

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AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

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n/a

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The channel of communication is one of the best mediums of dissemination of information.

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No comment

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n/a

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Marketing and communications are very specific given a university of this stature with so many microcosmic groups within. A centralized marketing structure would fail to address each of these groups with the education necessary to portray our school in the best light. Thus, I argue that compete centralization is not feasible nor in the best interest of Texas A&M.

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No opinion

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N/A

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A&M graduate students and faculty publish and do a lot of work alongside faculty and students from the top universities. Any way possible to sell the academic brand of A&M as top tier would be a good way to help the general public outside of Texas recognize the excellence at A&M

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I think marketing to incoming freshmen would be a great idea as many freshmen do not know what they want to do with our lives

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They send incessant emails and sell student information to business so that they can also send incessant emails. Nothing else is known.

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Student-worker program may be beneficial.

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I would like to suggest that each program could nominate a marketing/brand liaison to coordinate with the marketing and communications team. Possibly two year terms or something. A program like Visualization has a lot of "content" that gets sent out every semester and having the ability to be approved by the university on any logo ideas/designs/etc. If not every department, at least the Visualization department should be able to contribute to the overall branding as we have professors here that teach graphic design and branding.

N/A

n/a

They do a great job. Truthfully. They do not get enough credit.

None

In different as long as they aren't liberal

n/a

N/A

N/A

N/A

I think an aspect that would overall improve the visual marketing at TAMU is removing Sully from the center of campus and putting him in a museum.

I respectfully think that there shouldn't be a merger of departments or libraries.

Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

I do not have comments for this.

None

Agree that marketing needs to be more uniformed. MSC would be a good program to follow and look to for coming up with this process

none

N/A

I kindly prompt you to accept all recommendations. Your office ought to improve.

n/a

Most recommendations seem obvious, and I do not know why we were not doing this before.

N/A

NA

The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

The staffing would need to increase to make sure relevant information is being pushed out. If Marketing is too centralized, each college/division will not be able to communicate its distinct mission/vision.

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I agree that university-wide communications could be much more streamlined.

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## Marketing & Communications - Former Student

Please provide your comments related to Marketing & Communications:

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Again, I agree with the report's recommendations in this area.

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It is great to coordinate and achieve consistency of these functions as long as the services are successful.

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I think A&M's marketing & branding has made some strides in the time since I was a student there, notably since joining the SEC. I do still agree with a lot of the findings that it still seems a little fragmented and disjointed on the whole though. The commercials & branding are higher quality than 20 years ago, but messaging has bounced around a bit. I think A&M needs to figure out what it wants to portray to the public & potential students & their families and focus on conveying that message. The increased exposure due to the move to the SEC and the relative success of athletics since that move as compared to the decade before is a real opportunity to stand out & send whatever that message is. A&M needs to take advantage and focus that message now though, because when the University of Texas joins the SEC I think that A&M's unique position will be compromised some.

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none

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Not applicable, however tell the DJ at Kyle Field to STOP playing their music over the Band. Very disrespectful. I'd rather hear Noble Men of Kyle as opposed to Kanye West or Taylor Swift for the 12th time that game.

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I concur with the report findings.

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Howdy, My name is [REDACTED]. I am a Construction Science graduate from the Class of 1997. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I start work for Zachry in five short days. I have always worked in engineering when I was using my degree. I worked for Fluor Daniel and for Lockwood, Andrews & Newnam performing project controls. In those years, I had to often correct people who thought I was an engineer and explain that "my degree is in Construction Science which is in the school of Architecture". It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don't know how that plays with never being able to develop from EIT to PE and so forth. It's a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn't an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, "Some women were made to bake cookies, and some were meant to be engineers." I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to



be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn't become so elite that a student similar to myself wouldn't be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn't have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn't have the math and science components that the other engineering degrees require, and it doesn't need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards, [REDACTED]

Of what? Football games? Meal plans, too vague a question

Rec #1 - I support the centralization of Marketing and Communications.

A&M needs to put out a consistent message. Currently, this does not always seem to be the case. The key messages need to originate from the President's office and then be communicated by the subordinate organizations.

Marketing and Communication: A&M does a less than average job of marketing for the whole university and every individual college at the University also does a less than average performance of marketing except one – Mays Business School. The Mays Business School does a great job of advertising. Eli Jones, former Dean of the School, was the very best. Marketing is Eli's expertise. It was his degree, he knows A & M like the back of his hand, and he graduated from A & M. Eli has the Aggie personality that reminds one of Will Rogers who once said, "I never met a man that I didn't like". If President, I would personally put Eli Jones in charge of marketing and communications of the University. This is the individual that could bridge all colleges, all opinions, all disagreements of colleges or individuals. While I know he removed himself from his Dean's position for family reasons, he is the individual that would galvanize and harmonize the marketing and communication at A & M as one entity. Eli is very creative, understands marketing and A&M, and knows how to get the message across in the most effective and efficient way. Establishing an integrated counsel of marketing and communication: Do not ever let a council set policies. Hire a leader that can lead like the President. You do not make the progress through a council that one can achieve with a leader. You need a dynamic leader.

I agree with the recommendations for centralizing and reorganizing Marketing and Communications.

Recommendation #1: Centralize marketing and communications across the university. Agree; you need to centralize control of your brand and messaging. Too many departments allowed to message on behalf of the university causes inconsistent information. The new organization should be further reduced as efficiencies are created Recommendation #2: Clarify university marketing and branding guidelines, training processes, and a mechanism for enforcement of those guidelines. Agree with the recommendations Recommendation #3: Streamline digital presence and contracts. Agree I've never seen a divided marketing and communications effort succeed or do very well. I support the recommendations as submitted.

TAMU has been around longer than ut and is one of the best agricultural schools in the nation. It is this strength that the school should market new students. One small school I am aware of offers out of state students discounts on tuition to attract students from other states. Why should capable students from say Missouri or Vermont or some other state be deprived of a quality education because they can't afford to attend TAMU?

Controlling the message for the university is critical in this day of near instantaneous messaging on everything. Centralization of control of the messaging will not be a bottleneck if close coordination/liaison with various schools is maintained. Protection of the brand is also enhanced with the proposals set forth.

Hopefully the consolidation would not affect the informative publications coming from the College of Architecture and specific to that College activities.

Regarding Findings #1 #3: Good recommendations. Regarding Findings #2: Good recommendation as long as Aggie core values take center stage on the implementation.

No comment.

i. Finding 1: Agree b. Recommendation #2: Clarify university marketing and branding guidelines, training processes, and

a mechanism for enforcement of those guidelines. i. Finding 2: Agree. "guidelines" must comply with federal laws as well, and training in that regard is essential. The central theme for anyone in this department should be "knowing A&M's story" and being able to effectively tell it and protect it. c. Recommendation #3: Streamline digital presence and contracts. i. Finding 3: Agree

Any consolidation into a central organization should include ALL Colleges and departments. If you exclude some Colleges due to special circumstances, others will follow and the organization will continue to be decentralized.

See [REDACTED] comments.

Recommendation #2: Clarify university marketing and branding guidelines, training processes, and a mechanism for enforcement of those guidelines. Rationale #2 It is vital that all marketing and communications staff and leadership have a clear understanding of the university's identity and can consistently tell its story. These individuals are the university's last line of enforcement. It is equally as important that students, staff, faculty, and affiliates have a strong understanding of the messaging and contribute to communicating the university's story consistently, as they are the university's first line of defense against telling a decentralized, weak story and uncoordinated branding. Comment - What are we.....the Borg? We all have to think alike? Hello students...here is the "approved story" of the University. Please do not stray from this..... Creepy, to say the least.

None.

Marketing and communication is essential and it requires a team

Great suggestions. I believe the university's greatest asset for marketing is the Corps of Cadets and other student organizations.

I would like to see a bigger emphasis on broadcasting and communication programs. We need more Aggies on television to help promote our great university. We often are lacking in this department, and with the University of Texas joining the SEC, you know they are going to add former Longhorns to their on-air talent on platforms like the SEC Network.

There is concern among former students about who and what the "university's story" will be. There have been some individuals on campus who have intentionally misrepresented the "story" in order to stir up controversy and division. A&M used to have an exceptional individual (former Coke branding VP) but I think he was fired. Current "branding" seems to be all over the place....from cheerleader dolls to orange A&M shirts....and yet the Aggie Moms always get their feet held to the fire at Boutique. The suggestion is that centralizing the marketing and communications is the "best fit for the university" without thought as to what is the "best fit for the colleges" (which are closer to the students)

Consolidation can help create a consistent message and branding for the university, but it can also stifle efforts at lower levels in the university to get their messages out. Manage this carefully.

Many campus units doing their own thing leads to confusion and mixed messages. Centralizing is good BUT must still be personal enough to respond to the messages of each unit but exercise control so that varied messages do not lead to overall contradictions.

Find the best-of-breed marketing across all organizations to use as a standard template / baseline for future marketing. The Foundation has excellent marketing tools.

Agree that more centralized approach will help build a strong brand that has already shown its strength in many ways. Communications such as those that come from the Chancellor's Office are good examples of clarity and engagement.

PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. My husband and I are Aggies ('91 and '92) and have FIVE A&M Students ( '18, '19, '21, '23, '23) and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage

because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of [REDACTED] and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

There needs to be more consistency throughout departments in regards to marketing and communication.

Caution should be taken when centralizing all marketing. Different components and departments of Texas A&M would require different strategies.

Unified marketing of the university is important. We still have to sell ourselves. Communications is the most important thing any organization has and must be precise and tell the story. It must be a means so the intercollege and campus communication is smooth.

None

No specific comments.

Finding #1 - Probably a good recommendation. Finding #2 - Okay as long as the Aggies Core Values are front and center in all ventures. Finding #3 - Probably a good recommendation.

Most of the recommended Marketing & Communications strategies are in-line with your desired objectives with only one caveat: The VP Marketing/Communications needs significant REAL WORLD leadership experience from an ad agency/branding firm. They should have at least 20 years experience serving hundreds of clients. Each unit in the university is a client and should be treated as such for ultimate success. A hire from an academic and university marketing setting background WILL NOT be highly successful in this role. With the right leader, your concept of centralization will accomplish your goals.

As with other departments, centralized Marketing and Communications would seem to be a desirable goal. However, there needs to be sufficient flexibility to allow for the specific needs of various colleges and departments.

By and large, the recommendations make sense but Colleges and Departments should be allowed to continue marketing and communications specifically related to their programs.

Na

Support 1,2,3 recommendations

Centralized marketing and communications needs to be connected to the operating units in a way that each can tell their story.

None

No Comment

Could be beneficial.

Sometimes it seems that TAMU, TAMU Foundation and the Association of Former Students are not talking to each other. Yes they are separate organizations but more collaborative care could be taken. Concerning the Proposed M&C Organization Chart, why was Architecture left out? Do not let COA be subservient to another college as it was to COE when I first enrolled.

Periodic review and recommendations for improvement to operating departments is a good thing. If the study shows these to be wise moves, then they should be implemented.

Good to all be under one marketing leader

I previously believed creating a journalism department was beneficial but after much thought I believe keeping journalism within the communication department and rebranding/renaming would be beneficial to student success. As a student who began the journalism program within university studies I can guarantee that the shift to the communication department was a helpful one and I would love to see that continue for future aggies.

College Station and Bryan will always be unattractive for people to live in. It is why we referred to A&M as Sing Sing on the Brazos. You cannot change the geography.

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Quit trying to make Texas A&M like any other West or East Coast University.

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Seem like reasonable recommendations.

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While not highly educated or particularly involved in marketing and communications functions or practices, the centralization of university marketing activities seems to be appropriate. A&M could (and should) be a much larger "brand name" on the national stage, both in comparison to where we are now and in comparison to other schools with more brand recognition (you know which one I'm talking about in particular).

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Good plan. Communications should use the same music just like the Fightin' Texas Aggie Band. There should be high engagement of students in the new Department of Journalism to ensure best use of evolving social media.

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If combined, it will be quite a large group marketing and communicating with huge numbers of entities and people, but it might be easier to manage, hold accountable, and enforce delivery of truth, facts and evidence.

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As a person who has spent my entire career in marketing and communications, and as a person who served on the Kyle Field rebranding task force, I have been dismayed at the fragmented marketing approach of the various elements of the A&M System. Much needs to be done in this arena.

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N/A

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As a former student of Landscape Architecture, sister to a brother who studied Construction Science, and a friend to many Urban Planning, Architecture, and Visualization students, I adamantly OPPOSE the breaking up of the College of Architecture into new departments. The synergies between all of these departments have given me a unique position in my workplace that other graduates from other universities do not have. The cross pollination of Science, the Built Environment, Art, and Landscape are not only required for a robust knowledge in each discipline, but need to be ENHANCED within the College of Architecture. Visualization students need to depict convincing and engaging landscape and architecture as new and exciting environments are explored through creative mediums. Landscape Architecture and Architecture students need the creative energy that Visualization classes provide. Firm knowledge in Construction Science allows designers to create more functional spaces, while close proximity design informs construction students of how the impact of what they are building transcends safety, health, and welfare. As a Landscape Architect, I work with Architects, Planners, Contractors, Artists, and Developers in my everyday work. To remove one from the College of Architecture would provide a weakening of program knowledge across the board, and would not adequately prepare students for the real world. Such a suggestion demonstrates that the University is entirely out of touch with the work that this College demonstrates and the high caliber of performance that these students perform. As a student, the most influential classes I had were classes unrelated to my major as they strengthened my understanding of the breadth of the built, natural, virtual, and cultural environments.

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The recommendations should be implemented with the various college and departments having some type of critical review of marketing schemes. The term "branding" to me is demeaning to our school

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Agree with setting standards, but allow flexibility within departments for more expedient communication and marketing. Avoid bloated, overbearing hierarchy that doesn't serve the needs of individual colleges and departments.

---

It is impossible not to observe how much of the university's resources are wasted on communications to former students (no doubt in aid of fund raising) to show how great the institution and its significant its creative output has become. Former students do not require glossy magazines to inform us that Texas A&M is alive and well. If these communications were to advise us on how the institution is working to make life and learning better for our children and grandchildren -- as opposed to making for them a better life style -- some of us older former students would be more inclined to send our children to a giant state university. Having the most of everything is not a measure of quality but of quantity.

---

Please don't get carried away with centralizing marketing and communications. Forcing alignment and consistency can have many adverse results. A university should be more of a confederation and less of a monolith when it comes to selling its ideas, raising funds, and recruiting donors, students, and staff. The Old World model of a university as a collection of colleges worked pretty well and fostered a healthy competition for resources and a true diversity of ideas.

---

This area of the report interests me because it seems wise to centralize the marketing and communications and this have been greatly needed. There have been too many cases of department persons releasing information as if it is an

'official A&M position'. This has been out of control and it hurts A&M. The Athletic department and the Anthropology departments have been particularly guilty of this with extreme viewpoints expressed. As a retired teacher, we were instructed NOT to talk to news sources in any way as our viewpoints would be presented as speaking for the school or the district. How is it that we have wild-eyed professors out there professing the burning of catholic churches and killing of catholic priests long before they get fired. We have anthropology professors brainwashing their students and spewing hate all over students, sidewalks, and the news media and yet TAMU can do nothing to them. There was clear and brash evidence on their social media as they advised their students to skirt the law. Really? Advocating the destruction of the campus to profess their hate? Don't you realize that they give TAMU a black eye? Their hate they teach and spew lands on TAMU... and these folks still have a job for the university they hate. Then we have the football team that has been allowed to divide itself away from the campus in order to proclaim itself 'unified'. We are ALL united behind the color maroon. Why should we need to carve out a color and a stance? Haven't these folks been educated as to the history and the core values that make us one? Why would they strike out on a negative campaign that pits the football team against the student body and the Ol' Ags. If a substantial loss of revenue (300 million dollars to date) has not hit you square between the eyes, I am not sure what would. Tell that coach to man up and get the athletes under control... we are the Aggies, the Aggies are we. We ALL unite behind the color maroon.

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No comments

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I was surprised to read that there is a wide variety of marcom efforts...they always seem so consistent when I receive them!

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There are multiple communications coming from A&M. Centralizing authority and message can be good, but control points or managing it will be an issue. Athletics has one. Mays has one. Former students has one. While all attempt to elevate A&M, this will be difficult just due to the scope/size of the issues.

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Sounds good

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Agreed. TAMU doesn't need to sell itself to the large group that knows it already. Work needs to be done to reach those who would not consider attending currently.

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I do agree that communication needs to be coordinated through all departments. Nothing should go out in Texas A&M letterhead that is not in a check and balance procedure.

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Liberal arts and Sciences need to be separate departments. LA deals in subjective reality while the sciences deal in objective truth. Their perspectives on reality couldn't be more opposite or incongruous. Sciences deal in research that is funded by corporations that liberal arts has no way of relating to much less has any business courting for funding. Support for science students will be undermined by this maneuver and the future of sciences at this university will be compromised and eventually cease to exist.

---

It is currently all over the place and not consistent. I support the report.

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Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

---

If the university is going to centralize marketing and communications, please put in place the structure that allows for new and innovative ideas to be encouraged and nurtured rather than being fed into a meat grinder that creates hamburger out of everything.

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None

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In your report, I read between the lines when you speak about clarifying branding. My first thought is that you're insinuating creating a new logo for the school. That would be a huge mistake by foregoing the immense equity in the long-standing school name (Texas A&M University) and the logo TAMU. A&M is rich in traditions, history, legacy and a strong & active former student body. While I applaud attracting the brightest students and faculty to the campus, it would be detrimental to let go of the history and sense of belonging that has lasted for 150+ years. No other school except TAMU (other than military schools) proudly wear their class ring until their dying days. Please don't risk losing that sense of connection.

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If it ain't broke, don't fix it. We are Texas A&M and the brand right now is extremely powerful. Just adjust so that alignments make more sense and it's cost effective and communication heavy.

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I concur with the report's recommendations. Texas A&M's communication and marketing has long been insufficient.

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Many of our assets and accomplishments in research are not widely known. Our ratings in the popularity contest known as the US News and World Report rankings reflect this unjustified lack of respect. These functions need a considerable upgrade.

I don't mean to be harsh as I'm not a Marketing/Communications expert...but there seem to be so many more GREAT things that our university and our graduates do than ever get highlighted and promoted publicly. Unfortunately, (just due to timing), I am seeing more press about the \$1M lawsuit against the SAE Fraternity than I am about any of the other great work by the university....and right now I live/work in the Middle East. Last year we were overwhelmed by the divisive press and promotion of our quarterback and football/track athletes and professors disparaging the history, traditions and institutions (Corps of Cadets) which underpin the core of our university. This was truly a low point for me as a traditionally proud Former Student. The administration, athletic department and football coach seemed to have lost control of the situation and provided no visible leadership. Surely there is enough genuinely GREAT work being done every week by students, faculty and former students to provide a much more positive public (and internal) narrative about our great university than these biased and unflattering stories would project to the rest of the world. The ability to affect a positive narrative is within the control of the university. Please take the initiative here. It impacts ALL of us.

Stop pandering to social issues and focus on academics.

No specific comments.

Of all the areas in the report, I believe I am qualified to speak to this specific finding, as A Professional Communicator (my career) and Former Student of Texas A&M University. To get consistent messaging and uniform branding, I think the recommendation of centralizing communication and marketing across the university is absolutely correct. As a Public Affairs Officer in the U.S. Air Force, I've seen large organizations struggle in "speaking with one voice." And although I'm usually an advocate of decentralization in most things, because it fosters innovation and creativity, in this case I think the solution of Texas A&M's fractured branding and messaging is to centralize functions so "speaking with one voice" becomes a communicative priority. There is a part in the report that I wholeheartedly embrace (and actually found myself vocalizing with a "hell yea"!) — "... it is important to focus on differentiating the TAMU brand and connecting individuals with the brand through strategic communication, not just advertising." The operative word in that sentence is STRATEGIC COMMUNICATION. The statement is absolutely correct. Advertising is only one facet of professional communications. To effectively communicate the TAMU brand in today's saturated information environment, the university must employ every facet of professional communications — i.e. PR, Marketing, Advertising, Digital Media, Traditional Journalism, Community Engagement etc. — all focused and concentrated on achieving measurable objectives, aligned with the university's mission and vision, that is, those things outlined in the university's strategic plan. That's what I understand as strategic communication, and what I personally practice everyday in my day-to-day job. Lastly, I only have one suggested addition in regards to the org structure. I highly recommend the implementation of the proposed Marketing & Communications Org Chart. But I would also add another position, a direct report position to the VP & Chief Marketing & Communication Officer — a liaison officer who sits at The Association of Former Students at Texas A&M and the 12th Man Foundation. These two organizations, though separate entities from the Texas A&M University system, play a pivotal role in defining the TAMU brand. If maximizing the brand is the goal, rolling these two other organizations into the discussion is imperative. I recommend a model similar to what the U.S. military employs with liaison officers, who represent their institution, while working at another organization (e.g. State Department Embassies around the world have a military liaison officer who work out of the embassy, representing the DoD's interest). If not this proposed model, still my overarching suggestion stands — incorporate The Association of Former Students and the 12th Man Foundation into the reorganization of TAMU's Communication and Marketing efforts.

I agree with the recommendations in the report.

Adding too many departments & people.

XXX

Current marketing is fine. Don't mess with it. You can't argue with 73,000+ students.

I have a few comments but am not sure how to word them.

I agree with these recommendations

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Agree with assessment, very limited.

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The report does not provide a cost/benefit analysis of the effect of these changes. In some cases, the offices may need to be moved physically to be in one location. It can be a very expensive proposition with no clear returns provided. Texas A&M University has withered the challenges of the last two years very well. I am not sure why such drastic steps are being asked. What will be the benefit?

---

I recently received a piece of junk mail from Farmer's Insurance that said it was being mailed to me because I was part of the Association of Former Students. I am absolutely appalled that our database is apparently now being sold off to corporations for their marketing purposes. Since I have never received a letter like the one from Farmer's before, I can only assume that this is a new thing and I URGE you to reconsider this awful decision going forward! If I receive more junk mail from companies I personally did not solicit, I will be forced to have the Association wipe my information from their database. This is extremely disappointing and I would have thought that my prestigious university would be doing a much better job at keeping my information safeguarded and out of the hands of spamming solicitors.

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Agree.

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None!

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MGT suggests the creation of a marketing and communications council to determine marketing strategy with representation from various units within the university proper. It is very important to include representation on this council from the Corps of Cadets, Association of Former Students, 12th Man Foundation, and Texas A&M Foundation to ensure that permanent university stake holders with historic, life-long, and/or generational connections to A&M, many of whom are represented by these organizations, are included in marketing decisions that will determine the public image of A&M. MGT also recommends adopting a marketing strategy that relies on a university story focused on core values. This story based strategy is essential, but the focus on core values will be too generic and abstract if it is not grounded in how those values are exemplified in A&M's history, unique culture, and traditions. The incorporation of history and tradition will tie-in nicely with MGT's recommendation that our marketing should differentiate A&M from other universities rather than simply increase brand awareness. However, at other points in the report, MGT is critical of A&M's conservatism, even listing it as a threat to A&M. A&M's conservatism is not a threat, but an important differentiator in a higher education environment which increasingly does not allow for the expression of conservative cultural values.

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I believe the Marketing & Communications efforts of the past have been more well-coordinated than indicated in the analysis; however, consolidation and centralization would better serve the University.

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Texas A&M needs to send Scholarship offers to students in a timely manor as many top tiered schools send them to deserving students well before TAMU.

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A&M's growth requires these changes to be more effective in marketing and communications. Schools like the University of Michigan do a better job.

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I agree with recommendations.

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None

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I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

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As a native and child of faculty members, [REDACTED], more Marketing on the "Scholarly" aspect of a well-rounded education.

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Comments from public on Facebook and instagram posts are often very concerning.

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See general comments for more details, but I do not find a sufficient rationale to support any of the proposed changes based on this report.

---

Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness.

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Would be far less costly and disruptive than junking existing...

---

stop with all the disney-like experiences and flash. you don't have to convince people to go to A&M with all that. Be honest and authentic. Stop trying so hard. Stop trying to be like other schools.

---

I do think it is important for the university as a whole to have clear messaging and communication across all areas. I am in favor of the suggestions for this area. I have seen first hand the impact of unified marketing and communication when Texas A&M Health Science Center merged with flagship campus and formed Texas A&M College of Medicine. This has especially been a powerful too as we increase our presence in the texas medical center

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With a liberal arts degree and a job in communications, I found myself like so many students in an employment dead end. I think my degree taught me to dream and aspirationally, I wanted more. The result was an entrepreneurial spirit and a company we sold a few years ago. I credit the dreams that a libarts degree offered with that success. I understand there is a move to bring back a department of journalism and could not be more supportive of that need. In a world where mis and disinformation for political (or financial gain) have taken hold, teaching people to write well and read with a discerning mind are desperately needed.

---

Yes, please consolidate and improve communication, branding, etc. Please include the 12th Man Foundation / Athletic Dept. and local A&M clubs in the reorganization. TAMU communication comes from so many different directions - both on campus and off campus groups.

---

TAMU as Dr. Banks well knows that TAMU has lots of messengers doing messaging but have no clue what the Texas Aggie messages are! The President, in "the name of the Texas A&M brand" needs to decide these STARTING WITH A NEW TEXAS A&M MISSION STATEMENT (as a policy statement!) ASAP. And her subordinates need to know the policy, the messages. be on the same frequency with her and "sell" TAMU! if they cannot do this and be accountable and responsible leaders in unity of this, then they should be let go! This is a job one category leadership task to get fixed ASAP!

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There seems to be a concern that we are not reaching enough people the right way. There should be no fear of A&M becoming too small.

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As a career in industrial marketing, as I said above, I sense TAMU is settled on a specific goal of being #1 in certain fields. I agree in most cases but I wonder how many good potentials are left behind because they don't fit. I see too much on advanced degrees & not enough on entry level. I refer to my use of Linked In.

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I believe the status quo of marketing actually works and changing this might hide smaller program's messages.

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Streamline operations per the report. Also... I was glad to see KAMU mentioned. That is an untapped resource on our campus. Journalism students should be using those facilities. MarComm should be using those facilities. They've been left out in the wilderness forever. It is a fully functional facility that should be alive with activity. What about a daily TAMU newscast? We have so many departments on campus with great stories to tell AND the video equipment to do it. Standardize their production and run stories on KAMU. We have an amazing meteorology department. Put those students on air. Use the facilities and abilities of the campus as a teaching tool and a way of communicating information to campus partners. KAMU should not be the place old media dogs go to die.

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See above

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Speak the truth about A&M without apologies for being a "straight down the line institution." If one doesn't like & follow our Core Values then Hwy. 6 runs both ways.

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Focus more on the Graduate programs and less on the undergrad.

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No comment

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Don't take good jobs and pensions from the citizens of College Station.

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Every time the home games are on tv, the cameras focus on the corps. I know we have many other students. Can't we show a little more diversity?

---

The biggest thing, regardless of what you do, visualization needs more funding and more independence from the college of architecture. The amount of times we have had to fight the college of architecture to get our needs met was ridiculous. Despite every single person in viz requesting and needing to have extended hours to Langford to complete our projects, we were repeatedly denied and rudely told to leave while we were in the midst of finals week and NEEDED



the computers to complete our assignments. The render farm is a vital resource to almost every single viz student and faculty, yet we were denied access to this need after hours (when most of us have the free time to work on our projects). And the lack of funding has forced many amazing professors to resign or retire, while the college of architecture has continued to fund older and less competent professors, without giving us the resources and funding (all of my coding classes were terrible, I can honestly say, I don't know how to code, despite taking 3 coding classes). Until the department of visualization gets more independence and funding, Texas A&M shouldn't have the right to brag about those of us who made it to PIXAR, Dreamworks, etc. The amount of times we have had to fight the university to get the resources to complete our work, made it difficult to focus on the tasks at hand. If you do decide to put viz in the new "Visual and performing arts" college, please make sure that the technical and science parts of viz are kept. If anything viz needs less art and more technically minded people. And make sure there is a focus on helping us FIND A JOB afterwards. As a former student, I felt like I had absolutely no support when I came to finding a job.

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Recommendation #1: Centralize .... Agree. Again, why wasn't centralization of the Marketing and Communications functions not accomplished years ago? Do it now! Recommendation #2: Clarify .... Agree. Do it now!

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Recommendation #3: Streamline .... Agree, of course.

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Centralized. Centralized. Efficiencies. One message. Stifle the unpopular thought. Control. Oh boy. This entire read has been an eye opening experience. Liberal faculty.

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I support these recommendations.

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My deal with centralizing the Marketing is that TAMU reaches across the world even to its branch in Qatar so that when the audience is that broad there is quite a bit of generalizing that has to take place versus a local/de-centralized marketing allows for specific pinpointing of audiences that you want to focus on. It just leads to people thinking that you don't really relate to them since you speak so generally. If you create a world-wide brand then you look like everyone else, but if you let the word spread by mouth of students then you become a legend. Sure you can make logos all look the same, but let the real marketing be done by the students without rigorous controls in place. It might sound crazy, but TAMU has done really well with the word of mouth references that its alumni have passed on for generations that a centralized brand could never compete with and often conflicts with. Are we really going to worry about what other universities are doing that aren't doing as well as TAMU? I say let the students be the marketing for you as they have been and you will continue to have the success you deserve or not.

---

This group only hires from within their clique. I know people who have multiple degrees and years of expertise in top fortune 50 companies, that can't even get an interview. Those who are in those roles won't consider "outsiders" with fresh perspectives that truly understand the business world. I believe the group would be much more effective if the folks in charge actually had business experience. Cut the fat and get more consistent messages. Also, the group asks for volunteers or feedback (at the college level) then doesn't have the courtesy to respond to prospective volunteers or former students. This is totally unprofessional and is a poor reflection on the university.

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No comment, but again appreciate bringing the talent and messaging across the university under one organization.

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Good!

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Through corporate and personal relocations, I have had the opportunity to live in Houston, Toronto, Atlanta, and now New York City. Of course in Georgia and surrounding states, Texas A&M is more visible than in many other areas of the country and I am happy that we are in the SEC. My experience is that little is known about the school in areas outside the south and southwest - except for football. Observations and comments about our university from many people lead me to realize that they see the TAMU student body in great measure to be military and rural. Those perceptions are formed by what they see on television during football games. Unfortunately, the cameras always land on the yell leaders in denim overalls during yell practice or by the end zone during a squeeze play, our beloved band and corps, or fans yelling things about farmers. Now while I understand each of these has some basis in tradition, the quality and diversity of our institution is not being conveyed to the broader audience. A campaign to share the full picture of A&M should be curated and coordinated with outlets broadcasting to these large audiences. Some of the traditions and yells should also be changed. I have deep pride in my alma mater but we need a public image update.

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Close relationships between provost personnel and business/industry/private sector should be used for projecting future needs in education.

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These recommendations seem like they will help improve the recruitment process and possibly aid in receiving more

funding. It will also allow for more aligned messaging.

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Collaborations between departments and disciplines would be beneficial.

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I agree with the report to a degree. My concern is that caution should be used in centralizing communications. It does need to be more consistent and centralizing it is probably the best way to do it but it is important that the communication is reflective and accurate. For instance, if an agriculture communication is released, it is important that the release is a true and accurate reflection of what AgriLife intended. It also is important that the recipient of a communication is able to follow up with the right person within the university so that barriers to dialogue are not created.

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Please remember that many women go to A&M and have graduated from A&M - there is more to the school than just football and it still seems like a very male-dominated school based on the marketing that I experience.

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This is already done across all levels in my opinion. I get emails and see TAMU ads or articles daily.

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MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

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"The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education. " Are you kidding me? You should not pay these people a dime for that idiocy. Aggie culture is about tradition, things that do not change. Not sure they get it or wanted to. Seems like they just want to recommend the same things they recommend. For whatever good they may have recommended, that statement throws it all away. The lack of investment in other TAMU campuses is why Texas A&M University System issue. College Station needs to worry about College Station.

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Agree. Just trying to market resources within the University to other departments has to go through so many bureaucratic loop holes just put out a flyer describing potential resources available to others on campus.

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Same

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Agree. Major change needed.

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I am ambivalent about the recommendation to centralize marketing. While this helps to ensure a unified marketing voice, the tradeoff is that communication can become bureaucratic, where it can be difficult for external-facing employees to get their message out quickly and effectively, because it has to be run through central marketing.

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Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

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I don't understand the issue enough to have an opinion here.

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Improving coordination across the University (and even within colleges) will strengthen the Texas A&M brand.

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What is the first thing that comes to mind when people mention Texas A&M University?

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Marketing and Communications could benefit A&M by establishing strategic partnerships with large technology companies to fund the transformation of the campus to a Sustainable operation. The benefits include cost savings over the medium to long-term and a huge increase in reputation and prestige.

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Agree with the recommendations from the report

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Like

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All suggestions make sense in building stronger brand awareness across campus.

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Support

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133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

This hardly seems like a needed focus. We are the first or second largest school in the country with a supportive alumni base.

---

huh?

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No further comments. Not enough information to agree/disagree with recommendations made

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These should have been centralized years ago. Good plan.

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Cultivating a culture unique to TAMU is all you need to do to improve marketing. Anyone that says otherwise is trying to sell you something.

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I think emphasis on a centrality makes the most sense- maybe apart from successful workflow streamlining- from a marketing standpoint. While TAMU does have a particular cultural representation in Texas and the United States in some respects, the directed management of this brand from a central university standpoint seems nonexistent. I think a baseline narrative is a great start, especially to make touted core values as accessible as possible rather than some cultish, elitist standard that requires exclusive buy-in. I also think a framework for representation can go a long way for departments that might struggle with outreach. However, I think caution should be used to not overstep interdepartmental diversity and express relative strengths and opportunities between disciplines.

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Overall, I think A&M has done well in this regard. When I was there, the old legacy system was abolished and the ten percent rule established. I think the quota system was discarded with an emphasis on student outreach to minority schools. Obviously, by seeing the demographics of current enrollment, this has not worked. A quota system is a horrible idea because it excludes some from attending to make a place for someone who may not be qualified. Instead of going down this path again, A&M should redouble its efforts in outreach and identification of high achieving students, regardless of social/racial identity. Texas high school graduates are less likely to be proficient in the basics. Remedial courses are offered to allow students to enroll. Much like athletics, academics should identify quality high-risk students early, before they graduate from high school and offer outreach courses online and provide current A&M students as tutors.

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Marketing of the University to attract highly qualified students and to "tell the story and legacy" of TAMU is very important.

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Why do we not promote TAMU faculty as much as other schools when it comes to being the go-to people when a tv show asks for an opinion. I've seen others interviewed when they want an expert's take on Real Estate (when we have the Texas real estate center) on Texas transportation when we should be the experts. On anything NASA, engineering, architecture, science, veterinary related! We should have our people being interviewed - we are the experts!

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None

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I think TAMU does a fine job of Marketing and Communicating

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Literally, all you had to do was provide a workable link back to the feedback form. So in the sentence "your thoughts on the website form" should have linked to the form. That was like Job #1. Right now the only link in this email is to the report. I'm a 1992 alumni working in Silicon Valley as a content marketer. Super annoyed that I can't even begin to recommend Texas A&M to my three kids (my oldest ended up in Michigan) because I don't feel like you provide present-day career paths. I mean maroon bleeds deep but sort of misguided and really, only to a select few...Do I feel like my TAMU education got me where I am today? Nope. They provided zero options for a liberal arts degree. I was [REDACTED] and spoke fluent Spanish and French. Wanted to proceed with an international relations degree. No opportunities for that. Had to fund my own way to a French outsourced program and then graduated with enough credits just to move along. I became a consultant to Andersen Consulting as a temp because no one would hire me out of A&M with a liberal arts degree. I was wicked at Excel and did well. Met my husband at a project in Lyon France. He ended up starting a company that progressed with an IPO and sold to Adobe now we are very well off and could be pretty damn good TAMU alumni but I have no interest. He is on the board of Berkeley Haas program and I can't honestly provide a single reason why anyone here in the Bay Area should go to TAMU. Mind you, a ton of wealthy Californians are going to TCU because they figured out how to market to these kids. No one can get into California schools and they have SO much money. Do you know who has this figured out? TCU, Indiana, Tulane... It's all marketing. Figure it out. Stop bleeding maroon only in the rust belt and be open to creating market opportunities in the West. Though don't come to me for alumni help... (Though kind of impressed you used Emma as your email marketing

tool. I discovered Emma in 2005). - [REDACTED]

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I spent my career in Marketing and Communications with Ad Agencies and leading corporate marketing teams. I am now a part-time branding and marketing organizational consultant ([REDACTED]). I have a lot of input for you here, but will start with calling your marketing lead a Chief Marketing Officer, and having all of the "department heads" be VP's (not Associate, Assistant, Senior). There are two key areas - Internal Marketing & Communications and External Communications. Internal covers students, faculty, alumnae, branches/colleges, etc. You could also include speechwriting here. External covers brand, digital (web, social), PR, licensing and sponsorships, events, creative, marketing operations, data/analytics/reporting, and policy/legislative. Some of these appear in the wrong sub-buckets to me.

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aTm has many Military affiliations from J Earl Rudder. This is why this author was attracted for rehabilitation [REDACTED]. Disability services were outstanding w/ [REDACTED]. Upon completion of a soldier's term, further 4-yr education are offered by the Military. Just as with ROTC scholarships => if academic endeavors are not completed upon enrollment/, attempted, enlistment is required,,! Might this author suggest offering a "Discounted" academic rate to former soldiers/, sailors/ service members) gov't employees?? Maybe even more to former RANGERS? This will encourage former service members to continue/begin their education at aTm? See this author w/ Aggie ring speaking at Syracuse University about his WORLDLY recognized mnemonic technique [Vowels: Mathematical Operations] mnemonicwriting.com. Currently recognized as a Marquis Lifetime achiever after WORLDLY selected >20yrs. Numerous academic Prize\$ are sought. Should they prevail,, money will be given to A&M to put a new BSBE. BSBW, Heldenfelds. & Peterson on WEST CAMPUS. Therefore ALL BIOLOGICAL SCIENCES will be on WEST campus! M. leprae will be cultured for Nobel, #2. Money given to A&M to make Sterling Evans 6 floors all the way back!

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job well done--lots of marketing and communications for former students.

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I'm not sure I understand A&M mission/goals for itself and its students. While it has been described at a more conservative, mostly white, mostly WASPy group of kids, what is the goal of the university? Is there anything wrong with being more conservative than UT? Is there anything wrong with being the college of choice for small town Texans? Is there anything wrong with being the best Veterinary university? Even if you have to spend more money on the vet school than you do the Architecture school, is there anything wrong with that? If you want a career in the military, why would you choose any other college than A&M? It would be good to have an overall mission statement, but if you are the best in a particular category, that should be highlighted as well.

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As a Marketing graduate, this is near and dear to me. It is so important to be decentralized for Marketing Communications, however, as a support function not as a dictator organization. Provide the tools and processes, but do not make it an bureaucratic nightmare for end users. Been there done that, not fun for receiving end.

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I TOTALLY understand this one. The M and C department does a top notch job on the projects they handle. The rest of the university? Hilarious. I have to go to umpteen sources to find stuff out. Why not centralize it to the main department? I have no reason not to support this. And, use students from the Viz, Arch and Arts programs as interns. Teach them to work before they have to go to work.

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There has been a distinct culture change presented in the ads during the tenure of the prior President. It appeared as if the University was trying to present itself as less Texan, or more metropolitan. It was off brand and not what has made Texas A&M so special and so successful in the past.

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Good

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I rarely see outside of a football game advertisement anything about Texas A&M, our numbers of students are growing but is that the right thing. I applaud the efforts at recruiting a more diverse student body, and more should be done to invite them to the Aggie family, however that doesn't include compromising the values and standards that have made A&M the sought after university that it is. Community based messaging, involvement in more diverse high schools and streamlined "How To Be an Aggie" would help families go through the process of college admission and land diverse and talented students.

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Streamlining this makes a lot of sense. There seems to be a lot of work done that isn't all aligned.

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Agree with recommendations

None

N/A

Agree on all recommendations.

We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

Texas A&M graduates and employers provide the best marketing available.

no comment

A consistent message is helpful...but only where it is absolutely necessary. It cannot be 15 bullet points long! 3-5 consistent themes is sufficient to guide a large organization. Yes, it should be centralized, but allow some freedom within the organizational units.

There are two parts to Marketing/Comm. One, the Univ as a whole. Two, the Colleges themselves. These are separate and distinct. Marketing from a central source for the Univ will not help me help the College of Science from which I graduated. Tread carefully with this one.

One thing that will turn former students off, is becoming hyper political. Do not sell out like the NBA or any other major company which chooses PC winners and losers, instead of focusing on their original purpose. I do not need the school to tell me how to vote or what nationality I should be appreciating during a calendar year. I want to see that Texas A&M is still a bastion for tradition, community, and creating more "soldiers, statesmen, and knightly gentlemen" and women.

A&M does a decent job with this but still needs more industry relations. It'll never have liberal Hollywood respect so why bother. Make more global industry connections and you won't need Hollywood.

Again talking about marketing & brand. Got a little story for you Ags.....we stopped donating to A&M I believe it was 2013. We were living in South Carolina. Excited to see A&M play in the sec conference there. Guess who wasn't there the Aggie Band. You know why because A&M didn't want to pay for them to make the trip. Now take a look out your window at that stadium. That's disgusting! It's not all about Brand! It's about Aggie traditions, Honor, Students and what makes us different and better! A&M has forgotten that! A&M is teaching crt. That is disgusting. Teaching some Aggies that there is something wrong with them because they are white! Let me note something deceptive on your survey..Texas A&M headed in the right direction..... class 2020 to present - 45% don't necessarily agree 2010-2019 - 48% don't 2000-2009 - 50% don't 1990-1999 - 47% dont 1980-1989. - 46% don't 1970 -1979 - 47% don't Before or unknown - 38% don't Students come to A&M seeking the best of the best in their degree programs, the Traditions, the Honor....Aggies hire Aggies. So quit focusing on tearing down statues, making students hostile to each other based on race as in crt, preferential based enrollment/scholarships based on race and let's just as you said previously in your own survey equal treatment. The unfavorable view of former students has grown! I have cited a few of these reasons in my responses. And it's not some recent growth in racism. Cut the wokeness and get back to a great education A&M tradition experience like no other.

Stop promoting/prioritizing the jab

No specific comments here.

Stop marketing the "tradition" and market the future and preparation for leadership in the state, nation, world.

Agree strongly with all 3 recommendations. The university is now large enough that "message drift" is not just a likelihood, but inevitable. Only through centralizing the functions can this be prevented. Also agree strongly about cost savings as a result of this. The downside: my guess is that as a result of this particular centralization effort, downsizing will also occur. If so, please be as humane as possible in this process and help people find other career opportunities within the TAMU system, rather than just throwing them away.

no comment

I would love to see the department of journalism or communication/journalism form. As a former student who majored

in journalism I had amazing professors and help along the way but the program was lacking. I believe this would help close that gap that the college of liberal arts faces.

Totally Agree

Clearly this is one of the weakest areas of University operation. There is no clear message about A&M and we do not take advantage of the massive audience that views football games on television. The A&M segments on these broadcasts are weak and waste an opportunity to reach millions of potential students and they do not inspire donors.

I think Journalism emphasizing OBJECTIVITY should be pushed. And what about an objective look at social media, its impact and problems?

I've probably covered this in human resources. Communications is important. I have seen A & M's communications. They are more than sufficient. I get Spirit magazine, which makes me well aware of innovation on the A & M Campus. I get e-mails from the college of science. I get plenty of communications from Class agents. I am very familiar with what is happening on the A & M campus, and I do have opportunities to talk about A & M among my friends and acquaintances.

Focus on what has always made TAMU unique- the Corps and the traditions. Emphasize strong academics and student loyalty to the school.

Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

I'm not sure any of the recommendations will make a difference.

As someone who works in this space, this seems like a great plan!

Consolidate it.

As above, a lot of time is spent raising money. Cost of the schooling is going up, is that due to loans being freely available to students, therefore A & M can raise prices?

I agree with the recommendations; as social media has exploded in recent years, it is important to take a streamlined approach to ensure that the school's message and marketing strategy is being promoted consistently across all platforms.

Since the College of Engineering has a math evaluation test to assess the math level of incoming Freshmen A&M should send to all of the Texas school districts A 2 or 3 page sample of the questions they are expected to be able to work with out the aid of their smart phones. This way the schools will know what is expected the students to know.

Communication is king. Bigger is not always better.

MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

Remember what Texas A&M stands for. The proud history and culture of both current and former students. Being an "Aggie" doesn't need to be "fixed". Aggies help Aggies regardless of racial or political affiliation so do not give into the "woke" mob to appease a small minority with a loud microphone. There are many many Aggies who love this school and all who have made it through those hallowed halls and the ones to come. We are not racist or oppose change, but we do know right from wrong. Don't ever ever forget that in all of the work you do. Remember too that bending to the will of a few virtue signalers today will only lead to more of the same moving forward. Their aim is not to make A&M a better place, but simply to make A&M just another place in higher education that has become an indoctrination factory for the Left.

Would like marketing to be more personal. In the good old days, [REDACTED] in the Former Student's Association employed student workers to call Alums, students, valued guests to regularly get their input, etc. These students told their stories as well as turned in great feedback to the Former Student's Office, etc. Aggies can connect back to A&M in a special interest (Corps of Cadets) for example, in academia or sports. Make it more personal. Have former students

call 10 other former students to encourage attendance/donations , local affiliations, etc. Pass it back, Ags!! It would get done more efficiently.

agreed with the assessment

I think TAMU does this well from what I can tell. I think the recommendations make sense here as well.

I'm about to have two children reach college age. As I dreamed of them becoming aggies one day in the past, I'm now concerned that the campus is no longer a safe place for conservative students. The college's actions on masks, vaccines, asking students to report on other students and other political issues show a clear slant in the leadership of the college. What the hell has happened to Aggieland?

Always stay at low tuition when possible.

Disjointed, political in management and messaging.

May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. Regards, [REDACTED]

Agree on centralization of MarCom.

The A&M legacy, handed down to the next generation, with traditions, all add to a true Aggie experience.

I think one central M&C group is SO much better than different ones. SGA advocated for years for centralization like this and it seemed like we weren't heard. I am glad the firm's recommendations are being taken into consideration. It was hard running from office to office around campus trying to figure out who was right and who was wrong and what the rules were.

## Marketing & Communications - Other

Please provide your comments related to Marketing & Communications:

It never made sense to me different departments have their own marketing personnel when we have a division.

Regarding recommendation 1, it is not certain that centralization will result in efficiencies. That is, the expected particular efficiencies are not described or defined. Are these efficiencies in service, cost, time, etc.? And efficient from who's perspective? Are these efficiencies for the institution, the colleges, the departments, the faculty and staff, or something else? Moreover, the dotted lines in the organizational structure are not defined. What does a dotted line mean? Does it mean awareness or direct supervision or something in between?

NA

TAMU was very slow to communicate what was to be done to mitigate the spread of COVID prior to the start of fall semester. Given that very little was done to mitigate this, perhaps this is why?

Too much emphasis on something not essential to our mission. Forget the BS about cost savings here will allow you to do more over there...

Very nice suggestions contained in this section. I will have to leave final input to the marketing and communication professionals.

Centralization of the Marketing and communications departments will prevent competing messages and allow the

University to market in a cohesive and unified message.

The role of strategy and analytics needs to be elevated. Otherwise MarCom is action without results and remains the mess we have today.

none

As the [REDACTED], I want to provide the following feedback and information about the Libraries Marketing: The Libraries has centralized and embedded the Libraries Marketing and staff within all aspects of our operations, project management, and organization. We have found this model to be highly effective and efficient and we are consistently praised for our compliance by University Marketing & Communications. Removing them will affect the efficiency and effectiveness of how we provide our services, programs, and initiative to students, faculty, and staff. The University Libraries has centralized all marketing operations to one core embedded unit within the Libraries. This small team creates all our social media output, our printed brochures, internal signage, branding, mass emails to campus, marketing strategies, and our website. Much of their work is focused on marketing to our students and faculty. This centralized model allows the Libraries to ensure that we are compliant with the university's requirements and expectations on all facets of our marketing and social media needs. Due to the services, programs, and initiatives that we provide, our Marketing Team is constantly dealing with last-minute requests, changes in programming, alterations of the website, or signage needs. Being housed within the Libraries is critical for them to help us provide professional and timely information. The University Libraries website is not a typical college website as it is built around our electronic library catalog which navigates users through our materials, resources, initiatives, services, and programs. The Marketing team has an integral part of the web governance and web ecosystem model that we have developed to maintain the website in an efficient manner that follows University branding.

Strongly suggest coordinating marketing and communications to a single outlet....A&M's brand name is known internationally and is valuable. It is very important that all messages going out from A&M carry a common message and tone.

As a [REDACTED]

[REDACTED] I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

No comment.

- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose “blue collar”, “1st generation” and “make it happen” students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC's influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC's influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

Need to speak with one voice.

"TAMUG is unique, especially for license option students. The license option programs' purpose is to produce knowledgeable merchant mariners. I hope the centralization of marketing, communication, communications, and increased collaboration with College Station's Student Affairs & Office of Diversity does not lose sight of this uniqueness & purpose. Bigger is not always better." Personally, I do not like the current trend to take Galveston, Sea Aggies, etc off flags, etc on the Galveston Campus. Maritime Academy and License Option majors are and have been known worldwide



as "Sea Aggies." Changing this is leading to confusion.

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Yes...!

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N/A

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You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

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With everyday average people buying a camera and running I-Movie editing software already built into their Mac, everyone has the capability of "marketing & communications". I say all Marketing & Communications get outsourced to a small agency of media professionals and that be it.

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More emphasis on the need to market to more ethnically diverse groups for faculty and student recruitment

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My only comment: way too many communications. I don't know enough about marketing to comment.

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A unified marketing approach is needed from TAMUS as a whole, many people in public sector work think TEEX and TAMU are one in the same. There needs to be a concerted effort to work on collaborative programs and marketing for all system members, institutions, and agencies.

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Agree

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target the spend to move the dial on strategic growth areas in the University

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We need to increase the awareness of our University's excellent standing.

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Will consolidation of Marketing and Communications mean that websites are taken away from departments and colleges (and, most controversially, faculty)? This is likely to be received very poorly by deans, department heads, and individual faculty.

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The Marketing and Communications need to be aligned and combined for effective communication in and outside to share the organizations story.

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Fair

## Q48 - Please provide your comments related to general feedback, process, or other sections not listed above:

### General Feedback - Faculty

Please provide your comments related to general feedback, process, or other sections not listed above:

I am deeply concerned, and disappointed with, how this whole enterprise is taking place. Let me offer them as bullet points: --No faculty or deans had any idea this was taking place. This is absurd. We are the people who are on the ground. We know about colleges, research needs, structural problems, etc. There was no effort to get our feedback. In fact, it appears that there was a concerted effort -not- to get faculty feedback. I fear, in the end, that this process has so angered the faculty--many of whom like the idea of some kind of structural change--that faculty will be defensive about the rest of this proposal as well as other initiatives. Frankly, I now feel that way. Shared governance only works if both parties agree on its function. This proposal was an endrun around fproject from start to finish. aculty governance. Any potential institutional change that involves academics should go directly to the Senate and the whole faculty first. Faculty should have been involved in crafting the charge before it left the university. If this administration is not interested in shared governance, it should inform the faculty as welll as the Senate. There is no need to play games. Finally, this report is filled with wrong assumptions, factual errors, mistakes, horrendous methodology, misguided leaps in logic, and a complete ignorance of the institution and its history. It reads like a graduate student's master's paper, and if that student were mine, I'd send it back to them with comments that made clear its problems. If that consulting company really wanted to do something productive, it would have spent six months -on campus- actually talking with people about their concerns. In fact, that seems so obvious that it's difficult to understand why that wasn't the plan. And that brings me back to my previous comments about the role that faculty (and students) have played in the in this process. Now there's s no trust, and that's a horrible way for anew leadership to begin.

I did not get any reminder about the 5 pm Monday deadline so I had to rush this. I would have had double the input. But it is now 4:58

Reference: The Center for Health Systems & Design Report reference: Page 37, Rationale #9C The department offers minors in Art and Architectural History, Sustainable Architecture and Planning, Architectural Fabrication and Product Design, and Architectural Heritable Conservation in addition to a variety of interdisciplinary certificates. I want to bring to your attention a significant underestimate of value in the statement above. The Center for Health Systems & Design (CHSD) is more than just the home to one of the "variety of interdisciplinary certificates." It is true that the CHSD offers an interdisciplinary Certificate that has been earned by around 400 graduates, but it is so much more than that. In a management report that goes to great lengths to emphasize that the College of Architecture could/ should have done more to elevate its reputation or position or ranking, it is important for the university leadership to understand that this Center is World Class, easily arguable as the best program of its kind in the world. • The CHSD represents what has long been referred to as the world's largest collection of resources in the field of design for health. • The CHSD offers what many will argue is the finest program of its kind in the world. The international draw of the program for foreign students attests to this truth. • The CHSD has built a formal network of representatives from every Dean at TAMU into an Academic Circle to advise the CHSD on interdisciplinary study and research possibilities. • The CHSD has built a network of Faculty Fellows representing every college/ discipline at TAMU in order to be able to offer virtually unlimited study and research options in studying the impact of design on health. • The CHSD maintains a group of industry leading firms which support the CHSD financially, some of which have elected to enter research relationships with the CHSD and TAMU to enhance their roles as thought leaders in the industry. • The TAMU Library Sciences nicknamed this program the "pilot of the future of TAMU research organizations" because of its comprehensive interdisciplinarity and its bridge between the academy and practice. • The CHSD is the home of the Secretariat for the International Union of Architects – Public Health Group (UIA-PHG), a global network of design for health academicians and practitioners who care about design for health. • The CHSD Director is also the global Director for the UIA-PHG, a position he will hold until 2023, and which will further accentuate the position of global leadership in this field by the CHSD. • At the urging of the global Director of the UIA-PHG and the Past President of the UIA, the UIA has declared 2022 as the Year of Design for Health. • For a full year in 2022, and for years thereafter, the UIA and other nations around the world, will shine a spotlight on this

design specialty, and the CHSD will be prominently positioned with a very high profile in the middle of this international spotlight. Report reference: Page 37, Rationale #9c - continued The CHSD lives half in the College of Architecture (COA) and half in the College of Medicine (COM). The Director has an appointment in each. Joint activity between the two colleges is at an all-time high. • The CHSD is working with the COM and the COA to make sure that medical students can earn the CHSD Certificate in Health Systems & Design. Architecture students are the most common graduate students to earn the certificate. • The CHSD is working with the COM to develop a rich menu of continuing medical education content that will distinguish the TAMU COM from other medical schools around the country. • The CHSD is working with the COM to develop a dual degree program within their MD+ emphasis that will combine the MD degree with a customized COA degree that is being proposed in the current cycle of new TAMU degree proposals. • The CHSD has committed to developing with the CHSD a joint research agenda that will focus on the duality of the disciplines. • The COM is working through the above issues with a view to making one or more “announcements” of new program offerings in 2022, the Year of Design for Health, to further differentiate the TAMU COM from other colleges of medicine in the United States and around the world. The COM, with the CHSD, is rapidly building program content of distinction that will differentiate it from other medical schools around the country and the world.. While it is true that the CHSD offers an interdisciplinary certificate: • IT IS A WORLD CLASS TREASURE FOR TAMU, bringing distinction to the university and the architecture and medicine programs relative to other programs from around the world; • IT IS BUILDING A WORLD-CLASS PLATFORM WITH THE COLLEGE OF MEDICINE AND THE COLLEGE OF ARCHITECTURE, creating an extraordinarily powerful, and we believe UNIQUE, blend of disciplines in the sector that represents nearly 20% of the US Gross Domestic Product. Failure to acknowledge this world class excellence, a trophy of pioneering academic distinction in architecture and medicine, and to not celebrate it, and to characterize it as one of “a variety of interdisciplinary certificates,” is a gross misrepresentation of an asset of extraordinary value. If the university wants to further develop the College of Architecture “to become the best in the nation with unmatched impact,” and acknowledges that this “will require investments in new faculty and an innovative education and research facility by the university administration,” it would do well to include in its investment plan the CHSD. Perhaps the most amazing aspect of the CHSD success story is that it has achieved this world class standing on a relatively thin budget, and is constantly “at risk” from diminished funding for faculty support or other budget vulnerabilities. Having demonstrated its ability to take a lean operation and achieve a world-class reputation, growing the CHSD is precisely the kind of program investment that TAMU can make with clarity and relative security. The report language that points to the COM as another potential recipient of resources to grow its program and reputation, aligns well with similar language for the COA. I strongly recommend that the CHSD, a joint initiative of the COA and the COM, be designated additional resources for growth, adding both breadth and depth to its well-established worldwide reputation in the field of designing for health.

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I think for many of the recommendations related to the library, more in-depth research is needed related to our true peers and the market for library schools before decisions are made.

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My overarching thoughts from the report is that I do not clearly see information here that I can say will definitely make research or teaching better for me. I see potential for some harm to both of those, but do not see a something that I can absolutely see as an improvement. With research and teaching as our mission... I am concerned.

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lots of good in the report - i based input on holes/questions within the report. I realize the importance to our president that we want to be the best - this is incredibly reassuring for the future of our University. Extremely encouraged to know the depth our president is going to elevate our University. Appreciate the opportunity to provide feedback. I hope to be a part of the success of this University with the President as she moves forward - it is a grand idea and a huge undertaking. I appreciate that it was looked at by an outside unbiased entity. i am just not sure if they really took the time to know us and to talk with enough people to know us. My goal is to be a part of this university going forward, i love that President Banks wants to elevate us to the potential we have, i look forward to working to achieve these goals and to make all ideas that are moving forward to be the best ideas and to make sure we are all successful. Thank you President Banks to your commitment to our grand university

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Generally there are some amazing recommendations and if implemented well could be transformative for the university.

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Metrics are a constant battle and can never be one-size-fits-all. We are producing scientists and artists, not making french fries. Efficiency through centralization is NOT a fundamental truth: over-centralization actually leads to LESS efficiency, because the staff providing the service lose all perspective about the particular issues a particular department faces. So we should not blindly centralize everything. Most importantly, faculty require support and independence. True innovation comes from freedom, not through micromanagement or additional useless bureaucracy.

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The ideas are bold and I appreciate that. The implementation, though, needs to be measured, deliberate, and data-driven in order to realize the gains that were claimed and/or just assumed in the report. Staff need to be protected during the implementation of these plans as they are the most vulnerable when converging units. Finally, benefits to students should be discussed in more detail as that was not clearly articulated in the report (claims were made with no direct evidence).

1. One of the concerns I keep hearing from faculty is that the process itself is flawed. Problems should be identified from below and solutions should be a two-way process. The report appears more like top down solutions looking for justifications. Of course, the President has ultimate authority to reorganize the university; some of these proposed organizational structures are strongly centralized. They may not work as well when future Presidents lead the university. Change is never easy, but amidst the greatest public health crisis of our lives, the faculty are already dismayed with a lack of influence over our working environments. Faculty morale is at a historic low, and the lack of meaningful consultation towards the academic future that this report is addressing is hurtful. 2. The report itself is full of errors and contra-logical assumptions. There's no evidence that different organizational structures are better or worse, but anecdotally presented as herd mentality group think. The peer institutions list is odd: the other large institution in Texas is left off and U. San Diego, which is a quaint religious school overlooking Seaworld is on it.

"Centralize the Information Technology, Human Resources and Organizational Effectiveness, Facilities, Marketing and Communications, and Finance units across the university to increase effectiveness and clarify responsibilities." - What does this mean for the TAMUG campus? We need to have these folks on our campus as available resources as well for day-to-day operations. We already have various issues with the disconnect between TAMUG and TAMU. Have these services based in CS is not conducive for TAMUG operations. DEI review - The efforts mentioned in response to DEI efforts are extremely poor and inadequate. Efforts to recruit need to be focused heavily on recruiting members of historically underrepresented minorities and marginalized communities of people. Stating that efforts need to be focused on the "development of the whole student" is not enough. We need to increase representation and resources of members of underrepresented minorities and marginalized peoples. We need more efforts and resources devoted to DEI work at both TAMU and TAMUG. This should be a priority of focus for all campuses.

The above is a really unhelpful set of categories for people to provide feedback to. It prioritizes organization over the various cross-cutting themes in the report. This is not how most of us experience or understand the university. • Nothing about research is mentioned in the report, which is a principal mission of the (R1) university. This is completely baffling. Equality, Diversity & Inclusion • Should EDI be centralized? What are the rationales (they cannot exclusively be about saving money – because that is often a false economy, detracting from the mission areas, e.g. advising, see below). • In the prospective reorganization, EDI should be housed in the office focusing on student success. EDI has cultural aspects but conceptualizing it as primarily cultural is wrong, and ineffective. No literature on this topic suggests that minority students' outcomes will improve without a focus on more substantive issues. • EDI is not linked in the report to faculty, staff, grad students or research, only to UG students (p.24). This seems to indicate that EDI has been demoted from being a university-wide goal to one focusing on UG students alone. Moreover the ambivalence captured in the interviewees' responses reflects well-documented reluctance to tackle inequalities through specific policies in the general public for decades. These attitudes are not specific to A&M, or even to the outcomes of such policies. They are a measure of a particular way of thinking about diversity (ie as a 'cost' that is not worth paying). • For a forward-looking document, why is there no engagement with HSI status, when A&M is a percentage point from qualifying for this status? My fear is that in all areas the level of service will fall and the cost will remain the same or even rise. Consolidating services sounds great on paper but the benefits often don't materialize in fact they have the opposite effect. In class my teaching philosophy is: "the difference between practice and theory in practice is much greater than the difference between practice and theory in theory" If the goal of all this is to make education more affordable for the students (ie, a significant reduction in overall student cost) then maybe sacrificing quality is justified. If however tuition and fees are remaining the same then I believe this plan is a grave disservice to students.

I don't think academic advising should be centralized. I agree there should be some type of consistency across the board for all advisors to follow, but I think there are too many specifics with each major that advisors should stay with the department

Two aspects of the process seem particularly concerning: the lack of a thorough consultation with faculty and individual units (as many misunderstandings in the report show) beforehand, as well as the fact that a set of administrative changes seem already well on their way without clarity for the role that individuals' feedback and faculty governance organs will actually play in them. The College of Liberal Arts just went through the work of creating a new Strategic Plan

seeking the input of the whole college, so I hope that such plan would still come to play a role in the immediate future of the university.

This whole process has been the least transparent thing I have witnessed in my 12 years as a faculty member here. When were the mysterious surveys sent to faculty? What context for the survey was provided? Were they sent to all faculty? Or were only certain faculty selected for the survey? If so, on what basis? I haven't talked with one faculty member who has any knowledge of these surveys. The entire report reads as if MGT was given the task of conducting "research" to reach foregone conclusions dictated by the chancellor, board, and president.

The survey sample for making a series of life- and institution-changing restructuring decisions was incredibly small. The general sense is that the train is already in motion. I am hopeful that the stakeholders will get more input at the implementation stage than we had at the proposal stage.

The thing I find most troubling about the Report is how poorly issues of Diversity, Equity, and Inclusion are addressed. Between the elimination of the current chief diversity officer position to the downplaying of DEI issues -- especially in the faculty ranks -- based off of questionable survey data, I'm genuinely worried as a Latino professor whose scholarship and teaching are centrally focused on issues related to DEI. Despite being an institution recognized as an Hispanic-serving institution by the Hispanic Association of Colleges and Universities (HACU), the university and the MGT report in particular seem uninterested in growing or supporting that Latino undergraduate student population (and the faculty and staff that are the key to retention) that undergirds the public push for HSI we've been engaging in for some years. I have a hard time understanding (even from a basic mathematical perspective) how TAMU will maintain or grow its enrollments without doing a better job of serving Latino undergraduates, faculty, and staff -- especially in a state where Latino students make up about 50% of graduating high school seniors and at an institution where the growth of the Latino student population has been a key factor in our overall student growth for the last 20 years. With the structural changes related to DEI in leadership and the continued ignoring of prior review's (like the Student Success Initiative) recommendation for a Latinx Student Center, I'm seriously starting to wonder what place I can ever have here.

In conclusion, many of the recommendations are towards greater efficiency from a numbers point of view. The issue that confronts students and faculty and staff is that TAMU is so large and decentralized because otherwise there is no accountability. Centralizing certain functions will make the sheer numbers of students seeking to be advised into 100s of different majors such an overwhelmingly complex set of tasks that there will be system overload. No advisor can understand every major or even all the majors in a single College. For many students, their assigned academic advisor is their link to their major, their future and their success. I cannot imagine the URPN and LAND undergraduates having a better advisor than [REDACTED]. Those of us who work with Janet appreciate her interest and consistent attention to our students as people and aspirational future professionals. The 'inefficiencies' that the MGT report cites are typically due to lack of accountability at a local departmental level and/or poor College leadership. Centralizing functions such as advising sounds like a money-saver in terms of salaries but not in terms of localized accountability. If the President and Provost Insist that Deans and Associate Deans become better-trained in management of personnel and processes then the identified 'inefficiencies' will begin to disappear.

Context and Point of Reference To provide context and as a point of reference for my formal response to the MGT & M+CG Report and feedback, I would like to highlight four different perspectives: • [REDACTED]

[REDACTED] I have interacted with all college and school deans at TAMU, from the time there were 10 colleges and the libraries at TAMU, and subsequently, through the merger with the five colleges and schools of the Health Science Center (HSC) and the addition of the School of Law (SOL) in 2013, to the temporary addition of the School of Innovation (SOI) in 2017, which closed in 2021. Furthermore, I have interacted and collaborated with most of the agencies within the Texas A&M

University System – TAMUS (including TEES, TEEX, TTI, AgriLife Research, AgriLife Extension, Forest Service, and most recently, TDEM). Finally, I have had the honor of serving: (1) In 2021, as [REDACTED]

[REDACTED] to almost 6,350 students. Then, in 2021, I decided to start teaching again, and since January, I have [REDACTED]

[REDACTED] Additionally, in the Spring Semester, I was a [REDACTED] and currently as an instructor in a Hullabaloo U. first-year seminar on "Sustainability." • Funded Research and Engagement Perspective – Since 2006, I have been leading efforts in seeking funding for multi- and interdisciplinary activities across the various Colleges at TAMU, and across various institutions within TAMUS, and have been involved as a Principal or Co-Principal Investigator in 11 research, education, and engagement projects (approximately \$1.96 million in total funding from various internal and external sources). One activity stands out: I have been, and continue to be, responsible for all the programmatic, financial, and personnel aspects related to programs, projects, activities, and events targeted at children, young men and women, adults, and the elderly, and for the communities in which they live, associated with the Colonias Program (COLP). COLP was created in 1991 as a mandate from the Texas Legislature to address the needs of the "Colonias" along the Texas/Mexico Rio Grande border (i.e., low-income settlements with dirt roads, no water service, no sewer service, within which the community has very limited connection to the outside). I have provided leadership and management oversight to over: (1) over \$7.7 Million in legislative funding from the State of Texas, combined with university funding, in support of the infrastructure and administrative operations for COLP; and (2) over \$21.4 million in funding secured from a wide range of other sources in the public and private sectors, in support of over 60 projects benefitting residents of the Colonias along the Texas/Mexico border.

The report has to mention what are the cost and benefit of each recommendation.

The focus on supporting faculty and staff is refreshing. Please continue to include us in decisionmaking and implementation. We know TAMU better than anyone, and we are committed to our jobs, colleagues, and students.

The methods of the report were concerning to me as a researcher. The report's primary research was not particular robust, so it focused on what other institutions were doing without enough actual research into what Texas A&M does and has done. While this is a good place to start, the recommendations appeared to be more based on that information and what would look "prettier."

As a [REDACTED], I take pride in what I do every day at Texas A&M University, the efforts we put in as a team, as much as I truly love my workplace. In this input, I want to emphasize that the autonomy of the Division of Sport Management needs to be protected, regardless of its placement, which will be directly impacted by the reformation of the Department of Health & Kinesiology (HLKN) and the College of Education and Human Development (CEHD). From an inside perspective, being located in HLKN & CEHD, I was shocked by the ignorance and misrepresentation of HLKN in the MGT report. The MGT report criticized the structure of CEHD and HLKN and specifically suggested to "Consolidate the Department of Health and Kinesiology in the School of Public Health" (p. 38). As Texas A&M University is not just an Agricultural and Mechanical University, however, there is much more in-depth to the structure of HLKN which houses the Division of Sport Management along with the three other divisions. Division of Sport Management houses 19 faculty members (10 tenure track; 9 non-tenure track), more than 600 undergraduate students, more than 150 master's students, and 14 doctoral students. An internal report of "Sport Management Benchmark Study" in 2018 reports that our Sport Management faculty ranked highest (among Sport Management programs with doctoral programs in the US) in (1) Average Publications per Faculty Member, as Listed on CV; (2) Average Presentations per Faculty Member, as Listed on CV; (3) Average Publications per Faculty Member, as Listed in Scopus; (4) Average H-Factor per Faculty Member, as Listed in Google Scholar; (5) Average i10 Score per Faculty Member, as Listed in Google Scholar; and (5) Average 5 years i10 Score per Faculty Member, 2013-2018, as Listed in Google Scholar. As Sport Management is an interdisciplinary area, Sport Management programs across the nation are housed in various units such as business school, college of education, kinesiology, liberal arts, et cetera. Nonetheless, it is very clear that it is NOT where the Sport Management is located that determines the strength of the program but it is

how they perform and how their performance is appreciated in their university environment. Wherever we were located, our program has always been collegial members of the unit and outperformed nationally. To be blunt, our steady revenue stream, coming from strong enrollment numbers, has been a target of the overarching units that tried to take advantage of us. I strongly advocate that the Sport Management program should be protected as a self-standing department regardless of where it will be placed by the administration. To conclude, we need our Tenure & Promotion processes, annual evaluations, and student enrollments (UG, MS, PhD) that we've built to be protected. Thank you for your time in reading this input.

DEIC (Diversity, Equity Inclusion and Climate) are everyone's business and should not and can not be delegated to one unit. Finally and probably most importantly, the methods, data and analysis used in this report were entirely questionable, unscholarly and in some cases pulled from other reports.

1. Increased transparency and accountability should be required in all areas. 2. "Matching the demographics of Texas" is not possible in many disciplines, since there are not enough minority Ph.D.'s, and should not be pursued to the detriment of "best and brightest." Otherwise, some engineering departments would have to fire a third of their faculty because they have too many Asians compared to "the demographics of Texas." 3. Centralized undergraduate advising will be less effective for STEM students unless actual faculty are also advisors. It's hard enough for an advisor from, say, a civil engineering background to place a student in the proper math or computer course so the student will succeed and be able to apply the course to a different STEM major, much less a random advisor with a liberal arts background (and vice versa).

In general, this report seems to have been written with little-to-no research done into the history of TAMU and the Departments within it. The recommendations made are regressive, and would culminate in negative progress. For the changes recommended at the departmental level, the University must be prepared to support development with resources, personnel, and finances. This feedback was touted as being anonymous. It is therefore of concern that the entry question asked for my name, UIN, and position. This does not support your claim of respecting anonymity.

In connection with my role as [REDACTED], I, along with the [REDACTED], prepared a memo containing the law school administration's response to the recommendations in the report. The dean will share that memo with the president and COO of the University.

Many of the IT, HR, etc. changes, I do not have enough knowledge to judge the viability of these proposals, but I am in favor of more efficient organizations and policies here. As with all of these changes, I would love to hear more arguments beyond the report that are backed with stronger evidence, address stakeholder concerns, and make it clearer what the benefits of these changes would be. A timeline that allows that space to discuss and integrate any changes moving forward would be imperative for allowing for that deliberation.

For a report of this scope, it would have been beneficial to include a more direct discussion of specific issues/problems that this analysis is attempting to address. A major theme of this report is the idea of 'consolidation.' While consolidation may have benefits in specific instances, there is always a cost involved. I was disappointed to not see the potential costs highlighted as well as the potential benefits.

The report is so flawed as to be unusable. It followed no proper procedure of fact-finding, research of the institution, its traditions, and its strengths and challenges. It is a sweeping, uniformed, and impractical plan, whose benefits are unclear and whose cost is not factored in any way into its recommendations. If applied it will be a \*huge\* drain on resources, will distort the operations of multiple, nay, all units on the campus, and it is so massive it is sure never to be adequately completed. I understand that President Banks needs to make a splash on the national scene to be able to use TAMU as a springboard for her next job, but if she goes ahead with this plan, the far-reaching and crippling consequences will be immediate, too quick in fact, for President Banks to skip town before the whole thing collapses. Not only is it a bad plan for A&M: it is also a terrible idea for Dr. Banks herself. On the process: (a) The report was sold first as merely an 'administrative' review, that would result in potential savings and greater focus on the teaching and research missions. That was a brazen lie, as we found out when the FOIA request was made, and a copy of the contract with MGT circulated. That's when we discovered what we in fact knew all along. That Dr. Banks had a very clear agenda, that MGT was there to rubber-stamp it, and that the 'administrative' review was in fact a consolidation of the units with no interest to Dr. Banks, that is, those that do not (a) make money; (b) study money; (c) attract money; in other words, the units whose function is merely to do trivial things such as form citizens, focus on basic science, truth, that sort of thing, so not in vogue with today's BOR. (b) The report was slapped together with no actual consultation of faculty in matters of their expertise. MGT, whose actual credentials, both field-specific and administrative/managerial are murky, simply

circulated a superficial, ill-conceived, non-specific set of questions, with a \*Likert\* scale, and that was the extent of the feedback we were asked for. No deans were interviewed; no provosts, no administrative staff, no faculty, no students, graduate or undergraduate. On the findings: (c) Predictably, the report recommended a set of changes with no obvious benefit, including the reinstatement of programs that had been cancelled in the past after thoughtful consideration (Journalism), or the reversion of changes that had been made following earlier recommendations (Performance Studies). It recommended merging units on what seems basically the words in their names (Political Science to the Bush School, because President Bush was a ... politician?). (d) The gist of the changes is a song whose tune we've come to know in the past two decades: centralize, centralize, centralize. The word 'centralize' appears over 70 times in the report, because apparently, the best thing is to have a handful of people make all decisions for everyone. This worked so well for the Czar. (e) Of those changes, there are several that are so terrible, so inimical to the function of the university, and so retrograde that they deserve special mention: (e1) The demotion of the VP for Diversity to a decorative outreach role, as if the university didn't have its substantive set of internal diversity issues that need constant tending. (e2) The demotion of the Libraries to a department within a college. This is truly outrageous. The best of our colleges, a true jewel in the crown of our institution, to be moved from its rightful perch atop our institution to a department. I have no words. (e3) The merger of Liberal Arts, Science, and Geosciences, with the excuse that 'other institutions do it too' is ludicrous, and meant as a cost-cutting measure meant to lump together all the units Dr. Banks and the BOR believe are useless, because they don't generate anything that can be patented and sold. Like knowledge of voting rights, for example. In their wet dream, this leads to a Hunger Games scenario, where these units fight for smaller and smaller funding, while the BOR buys tickets to watch the carnage. (e4) The dismemberment of units out of colleges and into new colleges, with no actual plan to absorb the cost of moving, remodeling, and rearranging the physical space, and no consultation with the faculty therein. This, while we are told we the university is about to spend millions up in Dallas. Because, yeah, savings are important. (e5) Pie-in-the-sky ideas like an Arts College, when Performance Studies was told earlier to dismantle its music and dance programs. Are MGT aware that to create a college requires a massive investment in hiring and retaining faculty? They don't seem to. (e6) The proposal to consolidate advising, a death knell to small and/or complex programs that need dedicated knowledgeable advisors to keep the majors engaged and on track. Gee, why don't we buy our wedding rings at Walmart, while we're at it? (e7) The disbanding of the DOF, a unit that is currently the only Human Resources office for faculty, and which acts as a necessary counterbalance to the higher levels of administration. This semester already, we have seen what a mess this has caused, in a headless unit attempting to do reviews of faculty development leave. I shudder to think how T&P will go this year. And future years. (e8) Nary a word about how these changes will be implemented and funded. Of course: implementation will be someone else's problem. It will be done on the backs of faculty, staff, and at the expense of students. But by then, MGT will have cashed their check, and Dr. Banks will be shortlisted for other presidencies at other universities. I sincerely hope she finds her dream job before she destroys mine.

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Why did Texas A&M University outsource strategic planning to MGT? Doing so, clearly, served to cut out the faculty. University leadership should not be under the illusion that this opportunity for the faculty to provide feedback on the MGT report compensates for cutting us out. We know A&M, both its strengths and weaknesses, better than MGT. Sidelining the faculty is no way to build faculty support or buy in for far-reaching proposals that will dramatically alter how business is done at A&M. This is no way to run a university. Our new president is no amateur. She knows that little can be accomplished without faculty support. Even less will be accomplished with active faculty opposition. Why has our new president, who has exhibited such promise, chosen to alienate the faculty at the outset of her presidency? A&M's reputation rests on its faculty. That faculty is here by choice. Faculty can, and will, elect to go elsewhere. Our best, of course, are the most mobile. Some of us have exit plans at the ready. The attractions of Aggiestan shouldn't be expected to keep us at A&M. The apparent plans for the Bush School are particularly misguided. The MGT Report had many positive things to say about the Bush School. Unfortunately, the strengths of the Bush School will be seriously undermined if the MGT Report's proposal to integrate the political science department into the Bush School is adopted. The Bush School, from the start, has prepared its graduate students for careers in public service. It has been quite successful in pursuing this noble mission. The Bush School's research enterprise is focused on the application of theory to practice; it is problem driven; it is about how to determine what is to be done. Political science prepares its graduate students for careers in academia. The political science research program is focused on the development of theory, with little if any regard to the application of theory to practice and the determination of what is to be done. Political science as a discipline has gone off the rails. Many Bush School faculty educated as political scientists came to the Bush School to escape political science and its deeply embedded dysfunctionality. Forcing a mediocre political science department upon



us would be a betrayal. That is not what we signed up for. If the president wants more from the Bush School, if she wants to build on its strengths, she should engage the School's faculty in, for instance, a discussion about how best to develop an undergraduate program, or craft a public policy and/or public administration PhD program. The president would find our faculty most receptive to a constructive discussion on these fronts. Forcing political science upon us would be counterproductive. It would not be a constructive way to proceed.

I understand the need to centralize business policies and procedures such as that of University Payroll, HR, Facilities, and Student Affairs. I do not understand, from this report, where such centralization warrants merging colleges such as the College of Liberal Arts with Science. It seems that TAMU would be better by focusing on one centralization at a time. Measure that centralization's success and then consider colleges or other areas, but trying to focus on everything at once seems more problematic than it might be rewarding.

Each new administration makes changes to the system. So this is nothing new. we survived and thrived in post PwC Report and we will do the same now.

To start with, I was surprised that the MGT report didn't have much positive to say on the way things are being structured and organized now. The current structure evolved over decades, with progressive and thoughtful steps on how the performance of this University can be improved to stay competitive with other state universities in the USA, and yet affordable to students (or rather their parents). While I agree that the University suffers from too much administration, this is not going to be solved by consolidating numerous entities while burdening the faculty with the same if not more administrative work. The latter has increased substantially over the past 27 years since I started at TAMU as a faculty member. The added type of (self-)administrative duties consists mostly of mutual reviews in the form of assessment reports, of rubrics, of over-extensive promotion package reports, of numerous and repetitive train track assignments, of forms of all kinds to be filled when involved in international collaborations, and so on. All this takes precious faculty time that could otherwise be used to advise students, to prepare better for class, to work on publishing peer-review papers, and to work on getting research proposals funded, which are all deliverables by which a university and a faculty member is getting evaluated. Having said that, I don't want to speculate on how many faculty work days have been spent so far on the discussions and comments on the MGT report, not to mention how much faculty time would be spent if the proposed measures were actually getting implemented. Another problem I have is the pace with which all the proposed measures are supposed to be implemented. Most involve major changes, a lot of which have not been thoroughly discussed and thought thru. Major changes of this sort should be implemented gradually over a timeframe of at least 5 years. One should also first test how a new implementation works before setting things in stone, and changing other entities simultaneously. More specifically related to the merger of the Colleges of Geosciences, Science, and Liberal Arts: merging the first 2 makes sense, but adding the latter to it not at all. Also, Biology would belong to the College of Science (as does Physics and Chemistry). The impression I got is that the pillars of TAMU are to become Agriculture and Engineering, and the rest just some secondary entities. While this is what A&M stands for, it does not comply with what is expected of a modern, diverse, and (inter)nationally renowned University. Thanks to whoever makes the effort to read this (among the thousands of other such comments).

Please do not allow admins to make decisions on centralization alone, please please ask them to get input from constituents that the centralization will affect directly. Also please do not allow non-academic people to decide what is best for students or faculty. Get input from faculty and staff directly working with students and let them chair the committees for making implementation decisions.

Thank you for allowing extra time to review the report and to provide feedback

Overall, I think the report provided a rather skewed analyses of the university operations. Why change is always good as we are constantly evolving, the report in my opinion was not thorough enough and it seemed rushed given the recommendations that it is proposing. Also there was not enough sensitization to the overall university community about what the purpose of this study was. Majority of the respondents were former students which should also tell us that the current population may not be best served with their previous outlook. Holding university wide town halls in addition to links for survey would have been a better way at getting feedback. Additionally, people are jaded, we are still in a pandemic and having gone away from the university for over a year, our perspectives are different as the system was not built for an online environment despite the adjustments. This is something that should be factored into how people would respond to online surveys so some unperson town halls would have helped the process. Decentralization is not often a bad thing, in fact most governments around the world go on bragging about how decentralize they are, as a means of being more effective and efficient, but the report paints a negative image of decentralization and cast it as

something bag. However, it doesn't provide for us what an ideal method is except for that, things should be centralized. Centralization often results in slowness and creates even more inefficiencies because of the slow bureaucracies it creates. Speaking of inefficiencies, the report fails to describe to us what inefficiency is and what an efficient system is. It felt that these points were just assumed for the reader. The universities used for comparison are not peers to TAMU, we are larger than most. More importantly, rather than try to be like everyone else, why don't we strive to be something unique that others would see and want to copy. This seemed like we are followers rather than true leaders.

As [REDACTED] I have talked with or heard from dozens of faculty members since President Banks announced she was seeking recommendations from a consulting firm for an administrative reorganization. The following is a representation of the majority of faculty who have interacted with me in one form or another: The Process There are two major issues of concern over the process in which these recommendations were developed. First, based on the way the charge to the consultants was described as administrative in nature, there was a widespread belief that proposed changes would not significantly impact the daily academic lives of faculty. The proposals to merge colleges, move departments, create new units, break apart the provost's office and realign the dean of faculties office do affect – for many people, dramatically – their academic lives. That leads directly to the second issue: Faculty would have liked to have been involved in the discussions earlier and in a more meaningful way. No faculty member I have talked to is opposed to bold, far-reaching initiatives. However, they all believe there is tremendous expertise on this campus and faculty should have been consulted more openly and clearly on these major points. Widespread Concerns There are a number of concerns that have been expressed by faculty across campus. ¶ Significantly reducing the scope of the provost's office is likely to have long-term, negative effects on the core academic mission of Texas A&M University. In many of our peer institutions, the provost oversees the full academic mission of the university and is the clear No. 2 official at the university, and we are concerned deeply about deviating from that successful model. ¶ While it may be an admirable goal to elevate the dean of faculties position, many faculty do not see it that way. Since that position is deeply involved in the promotion process for all faculty, whether tenure track or academic professional track, faculty believe it should be closely aligned with the provost's office. To move it without clear guidance for how the promotion and grievance processes will be handled and to what degree the provost will be involved in those processes is problematic. Furthermore, faculty believe they should be involved in the search for the person to fill a position so critical to their well-being. ¶ Faculty have grave concerns over the potential consolidation of advising. They believe the degree programs at this university are far too complex to remove the close links between departments and their advisors. ¶ This university has had a difficult time convincing its stakeholders that officials truly care about diversity, equity and inclusion. Many faculty believe that moving the vice president for diversity to a new position in the organization chart as recommended by MGT sends exactly the wrong message. The position needs to be clearly elevated to underscore the importance of DEI in all parts of the university. ¶ Moving the libraries to a college would have profound impact on all faculty across the university. Conversations with faculty reveal just how important the librarians and the facility are to their teaching and research endeavors, and they have concern that such a move would upend that relationship. Personal concerns [REDACTED]

[REDACTED], I want to speak for myself on two issues. ¶ The proposed merger of the Colleges of Liberal Arts, Science and Geoscience: As a graduate of a College of Arts and Sciences where humanities and sciences have co-existed in harmony for 150 years, I'm not opposed to the concept of a college that embraces those diverse disciplines. However, in a university with a tradition of separating those entities, I believe any merger should happen slowly and after buy-in from the faculty involved. This is too significant a change to occur without faculty involvement in every step. Serious shared governance requires it. ¶ Creation of a Department of Journalism: I wholeheartedly endorse the expansion and elevation of journalism education at Texas A&M University. However, I think there's a better way to do it: through a new Department of Communication and Journalism. Journalism finally found a home three years ago in the Department of Communication where it was embraced and enjoyed new levels of support. The result is the number of journalism majors has tripled in three years and the department has supported major initiatives to recruit high school students for the program. The synergies between communication and journalism are bearing fruit through new collaborations, and organizations across campus – from 12th Man Productions to The Battalion – have been building new partnerships with journalism that provide exciting opportunities for our students. Consequently, I believe – as a faculty member in the program – that journalism education would be best served in a new Department of Communication and Journalism. The future Faculty members understand that the president has the authority to recommend and/or make sweeping changes in the administrative structure of the university. However, we believe many of these changes go far beyond administration and reach into the very core of teaching and research, into the heart of our academic lives. Therefore, we believe it is paramount that our

university leaders work with faculty to address their concerns and to ease any challenging transitions that lie ahead.

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This report lost credibility when I read the SWOT analysis. The Corps of Cadets is NOT, I repeat NOT, an all-male organization! Did MGT even visit the Corps? Or did they just make a sweeping assumption that anyone in the Corps is male? Talk about misogynistic...

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We said that people are one of our strengths and then talked about outsourcing transportation like we did for dining and maintenance etc. Those employees lost major benefits and retirement and certainly didn't show we valued our people. Please don't do this to more unit just to save money.

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In general, this was a poorly researched report and a number of points in it demonstrate that. There are no arguments--there are claims. There are just too many places that indicate you do not understand a university, certainly not a large university, nor this one in particular. The report reads like an "after the fact." You were charged with coming up with a plan for something the president already wants. I think in general faculty would prefer not to be pandered to. If you want to do something, do it. But don't pretend that you want our feedback. We are not stupid; please don't treat us like we are.

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The report states that 3654 faculty and staff members took part in the survey. In HLKN, out of 90 faculty + plus staff, it seems that no one was given a chance to partake in the survey. Not really sure how random the selection process was.

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It will be important to work with the TAMU community in a significant way to support them after the majors changes that presumably will be happening. This should include wellness, mental health, organizational support, etc.

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Changes need to be made slowly and with lots of opportunity for feedback. Pushing changes that have not been fully discussed leads to many feeling that the changes are being pushed by a heavy-handed administration looking to save money.

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Thank you for commissioning the study, it was greatly needed. I also appreciate Dr. Banks' willingness to read and synthesize the comments.

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The current undergraduate and graduate students do NOT feel as if their voices were important to this report. The faculty do NOT feel that they were consulted when MGT was preparing this report. Staff do NOT feel they were involved in any discussions with the group conducting the review. Who, exactly, did MGT listen to? The President, undoubtedly. But, a great university is only as great as its faculty, staff, and students. To focus on administrative structure with an eye to "efficiency" creates a very narrow picture of what a university actually does.

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It is actually quite irritating that faculty opinions, from those who took the survey do not seem reflected in this report at all. Faculty do the work of this university. Period. Not deans, not presidents, not vice presidents- FACULTY. We know what is efficient and what works and what does not, to further our teaching, research and service missions. This place should be run as a strong partnership with the intelligent, highly trained individuals you hire to deliver on the mission of this place, and it is just disappointing that administration does not listen. Because of this there is a strong feeling among faculty (and students, as they wrote in the Battalion) that the moves suggested in this report are a foregone conclusion. Finally, a word of caution on centralization. This has been tried at this university already for research administration- not sure if the current administration remembers this move when sponsored research services were consolidated and moved to the system level. THIS MOVE WAS A COMPLETE DISASTER and was reversed after about 3 years- returning research admin functions to the agencies and putting the rest into the VPRs control. We do not have a good track record for planning and executing centralization of services at this university.

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How will the restructuring of academic units (departments and colleges) impact donations/fund raising? Evaluation will be needed.

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I am very opposed to changing advising into a more centralized structure. Advisors are an extremely important part of recruitment and retention, and they have expertise that the faculty do not have in departments. Centralizing this group would be a detriment to students and it would adversely affect small departments and their ability to recruit and retain students. Also, I would have liked to have seen more attention given to Diversity, Equity, and Inclusion at all levels of this report. This particular area should be reinforced at every single level, in every area, and at every opportunity

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In a university as large as Texas A&M, there will always be inefficiencies that can be tackled. But any re-organization effects need to be balanced with the cost of change—especially the burden on faculty and staff as their work structure is shuffled. The MGT report takes a bold view of what opportunities exist to reduce inefficiencies—but implementing all of them simultaneously would bring large segments of the university to a standstill, with rippling effects for years. These recommendations should be taken as a menu of what is possible—careful selection of a few of the most impactful

changes will bring about positive results. But trying to implement all (or most) of these 40 recommendations will likely backfire badly. There are concerns that this process is being rushed—a prudent approach would be to prioritize a few recommendations per year and organize task forces of relevant stakeholders to evaluate and fine-tune any reorganization decisions before they are implemented. The recent centralization of COALS and AgriLife units (which had its fair share of disruption, but also improvements) should be a test case to examine “lessons learned” to see what approaches might work best on a larger scale. I trust TAMU management to take a methodical, thoughtful, and painstakingly careful approach to evaluate and implement any future changes, with thorough vetting from key stakeholders and those who will be impacted the most. Kudos to being open to big changes and a bold vision, but now comes the hard part of careful execution and patience not to go too far too fast.

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The process of getting feedback from faculty, staff, students and administration for the creation of this report and getting feedback on the report has been poorly executed. In the first instance, it was unclear that the survey sent out in Aug/Sept would result in a report that would potentially reorganize the entire university. Many of my colleagues did not fill out the survey as they did not understand the ramifications of not voicing their opinions. Also, there appear to be many stakeholders at the university that were not consulted in the process (distinguished professors, department heads, deans). So, the information gathered to come to the conclusions in the report are biased. In the second instance, we were initially given only 10 days to read the report and provide comments. That is far too short of a time to digest, discuss and formulate responses. The entire process appears like railroading those who work at A&M.

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As a faculty member in HLKN I focused on the section relevant to my department and immediately noticed the errors of the key evidence used to support MGT’s recommendations. Several other HLKN faculty with more “inside information” and historical knowledge of my department submitted their feedback. I couldn’t do a better job than them, therefore, I won’t address the specific errors in the report regarding my department. However, I do wonder how many errors are in the rest of the report. Overall, the errors in the report indicate, either, (1) MGT is incompetent at assessing and evaluating, or (2) they were asked to produce a narrative to support a specific agenda. Either way, I can’t help but think deception and dishonesty were used to create the report. If a student handed this to me, I would be compelled to submit an honor violation for fabrication. I am open to the possibility that the recommendations could be great for TAMU and HLKN. However, the non-transparency of the process, up to this point, leads me to distrust the actions of those in power at TAMU. I don’t know President Banks, but I appeal to her honor to truly “follow the data”, I expect her to be wholly truthful to TAMU’s faculty, staff, and students, and I hope she has the humility to acknowledge the missteps she has made throughout this review process.

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Dear President Banks, At an earlier Faculty Senate meeting this semester, you mentioned how highly you value giving serious attention to issues of mental health. I am begging you to demonstrate this value by NOT realigning academic departments, by NOT moving staff out of their current departments, and by NOT absorbing the University Libraries into another college. The thought alone of these particular changes has already done considerable damage in distracting faculty, staff, and students from their main priorities of teaching and researching, supporting teaching and researching, and learning. Morale was already at an all-time low with the stress and grief of working and learning during a pandemic. The proposal of the above-mentioned changes has wreaked even greater havoc and hurt morale even more. I know of many extraordinary faculty and staff who are looking for jobs elsewhere. These faculty and staff have been cornerstones of my own work and success at TAMU—all of which is dedicated to my students and their success. I cannot convey to you how much more grief is being loaded onto your faculty, staff, and students by these proposed changes and the potential loss of highly valued and highly effective colleagues and existing structures. The effect on morale if these changes are actually implemented will be immeasurable and will set our beautiful, collegial, excellent University back decades. Again, please—I am begging you, for the sake of the mental health of your University, to refuse to implement these changes. Please. Signed, A Former Aggie and Current Faculty who Loves TAMU Dearly

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Diversity in this report seems limited to student recruitment. It’s a much larger issue for our university to deal with (in re faculty and staff recruitment and retention and in re the history and reputation of Texas A&M); work on understanding diversity issues needs doing. This report seems not up to understanding the scope of the issues.

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There are a lot of interesting ideas in the report, but I keep coming back to the question of why make all of this change right now? Faculty, staff, and students have all done a great job of pulling through the stress from the ongoing pandemic. The massive reorganizations called for in the report are adding additional stress during these difficult times. This makes President Banks seem uncaring and out of touch with the people who work and go to school at this great university.

This is a busy time of the year and the turn around time for reviewing such a lengthy report is not reasonable. There should be much more discussion and interaction prior to making very major decisions like this. I didn't notice any discussion on childcare that might apply but I do recommend looking at supplementing childcare centers like Becky Gates to allow infant care to be provided. Last time I checked this was no longer the case.

The report did not provide enough details on the savings or benefit to be gained from many of these recommendations. I can't support these changes without a better rationale than the one use in the report saying that some of our peer institutions do this, so therefore we should do it. That is not a sound reason. It was the only reason given for merging colleges. What are the truly tangible benefits for this degree of upheaval? Also, nothing was mention about the need to improve SRS services. This is an area where almost every PI can say that there are issues at SRS and in contract services. We nearly lost a recent grant because it takes so long to get a contract signed. The turnover has been high making consistency impossible. There have been times when the wrong version of budget was submitted with a proposal. SRS needs an overhaul. I have often thought that it might be better to have SRS personnel grouped according to funding agency rather than serving specific departments. Yes, it means the department does not have a specific SRS contact that they go to for everything, but it does allow the SRS staff to specialize in specific agency requirements (e.g. NSF, NIH, NIEHS, NASA, DOE, Foundations, etc). With the rules for different agencies constantly changing, it would be better to have SRS staff (pre-award and post-award) focus on being an expert on an agency rather than having to cover all the agencies that a department goes to for funding. Then the PI contacts the SRS unit for the agency they are dealing with.

Issues related to recruitment and retention of under-represented faculty is crucial. Accountability mechanisms need to be in place and the demotion of the Office for Diversity and redefining its charge to address student success is not going to help the very real problem of low numbers of under-represented faculty (particularly Black faculty) in tenure track positions and in positions of leadership. Recognizing inequities and supporting URM faculty will go a long way towards attracting a more diverse and successful student body, as they will have role models and mentors to inspire them. Too much centralizing of academic functions is not the solution - there have to be checks and balances.

Page 5 mentions "successful outsourcing models" for a variety of functions. It is not clear if that is true. Page 115 mentions the outsourced maintenance has resulted in a lack of oversight and effective communication and goes on to specify the issues. In my humble opinion, outsourcing at a university rarely works and should be avoided. Some aspects of this seem minor, but are important, such as parking access. The ineffectiveness of the survey portion can be seen from pages 95-106. In nearly all of the surveys the response is 25-35% Highly Effective or Effective, 35-45% Fair, and 25-35% Ineffective. These are the ranges you get from a poorly crafted survey - the results reflect an ambivalent audience that is uneducated on the question and thus the results are meaningless. A focused survey of people that have interacted with each topic may have revealed more actionable results. Overall, I was very unimpressed with the report and the flow and format of the MGT report didn't seem thorough. Proposed changes were provided with "Rationale" that were rarely substantiated nor quantified. Results seem like opinions of the authors and were not evaluated in a Pro and Con fashion for change vs. no change. Stakeholders for each decision were never mentioned. The lack of justification and clarity on actionable items was clear from page 2 when the following nebulous statement was made which appears to mean very little: "The high level recommendation is to: Gather data on day-to-day operations of operational units and implement a system of continuous improvement build on performance analytics to understand where misalignment or ineffective use of resources exists." I thought they were kidding at this point. What does that mean? We are not a factory making widgets with 37 machines and supply deliveries and outbound shipments. We do need metrics, but "day-to-day" followed by "continuous improvement" and "based on performance analytics" and "understand where misalignment or ineffective use of resources exists"? It is great to constantly evaluate who you are as an organization and how you are adapting (especially in 2021). It is great to do detailed evaluations of SWOTs on a high-level and College-level. It is great to look at realigning for efficiencies and synergy and to then get buy-in and act on those initiatives. I really don't think this report establishes those cornerstones nor do I think it does even a minimal-quality SWOT that would help guide the decisions.

Many faculty members and other constituents are skeptical about the proposed changes, with many believing the proposed changes were designed before a report was tailored to justify the changes. It is important to hear their voices and act on their commonalities to gain their trust and partnership to effectively implement the resulting changes.

In general, the theme of the recommendations strongly push for a highly centralized administration with substantial increase in the number of direct reports to the President and Senior level executives. This trend run counter to a democratic, distributed system where individual units have greater autonomous and responsibility. Under centralization, units still have the responsibility but no autonomy. In a centralized structure, there is less room for dissent and less

opportunity to lodge grievances. In short, it is the antithesis of academia. Such a structure may be efficient for operations of a company, it stifles the academic environment where one should be free to think and explore, instead of be afraid of the next edict from the top.

The single paragraph on the Qatar campus reveals the lack of information available to the consultants on our campus. TAMUQ was left out of the survey process, both in building the survey and encouraging the campus to take it. In fact, most of the campus was unaware of the survey, which was left open for such a short time (1 week!) before the semester even started, with not a single reminder to take it. Out of 700,000 people invited to take the survey, how many actually had the chance to take it? The report doesn't state how many faculty actually had the chance. The statistics will show that there is a huge gap in shared knowledge from the Qatar campus, which is an overall reflection of how our campus is treated. We ARE unique; we DO have a unique culture; and we CANNOT be simply rolled into the main campus infrastructure of campus services. Our voices matter too.

Having submitted responses to surveys as both a former student and as an employee - surveys that supposedly contributed to the findings and recommendations of this report - I can see no logical connection between the two for many of this report's recommendations. In short, the findings of this report (and the recommendations based on those findings) do not seem to stem from the data and information that was collected by the surveys that I personally had experience with. This calls into question what the sources of these "findings" are (if not the surveys) and their relevance/reliability to base such sweeping proposed changes on.

Having read the consulting report several times there are recommended changes that are exciting and transformational. For example, the performing arts center is way overdue for TAMU. Rudder Tower and Theater Complex was constructed in 1969 and still serves as the home of all large performances and no longer meets the current needs of the University. Additionally, it lacks state of the art infrastructure and amenities. Having attended numerous concerts in that venue – it is NO concert hall! Fine arts facilities that would rival the quality of our athletic facilities would make a statement as well as improve the quality of life in the Brazos Valley. Couple first class facilities with a robust music, dance and theatre program will elevate TAMU. These facilities could also assist in recruiting research and teaching talent to TAMU. This commitment will be huge WIN for TAMU! The frustrating part of the report is its very cursory overview of the University that was able to yield remarkably precise recommendations. Had the consulting firm done just a slight amount of investigating many of the misrepresentations would not have been included in the final report. That lack of understanding is damning for their recommendations. The report cites references from universities that are not our peers. Many of them do not operate at our scale, have our physical land mass, have our research funding and most concerning are NOT fellow AAU Universities. The consulting firm should be required to re calibrate that report with all references from non-AAU Universities deleted. This elite group of universities are our peers. The footnotes are from schools that aspire to be like TAMU and not TAMU be like them! We should take guidance from our aspirational peers; those are the people that we are trying to pass in rankings. A revised report would then have credence for recommended changes.

The mass and abrupt exodus (i.e., firing and/or forced resignation in many cases) of university leadership including the previous President, Provost, Associate Provost and VP for Diversity, and several college deans has many of us at the university quite skeptical about why it happened and what it means for the present and future. With that being said, it is my sincere hope that the motives behind the hiring of this external group under new university leadership, and pursuit of realignment is genuinely rooted in what's best for the university and student success going forward. If the system and university leadership does not take seriously the myriad concerns with this report that I'm sure are found in the comments provided via this portal, I believe it will have a profound (negative) impact on the recruitment and retention of faculty, students, and staff to this university (particular those of color).

Texas A&M has a unique identity among large public institutions, for not being a big, largely anonymous, state university despite our size. I think we are able to maintain this identity because it is part of our tradition, and this tradition - this sense that our students belong to the Aggie Family - is one of the things that marks us as a University that aspires to greatness, even if we don't quite achieve it. Even as we become a huge university, with more students than the towns can really accommodate while maintaining our quality of life, two things that help us to maintain a sense of family, the sense that we are responsible for the education of our students and that they have a responsibility to the faculty, are small colleges and passionate staff advisors within departments. Two key recommendations of this report, which seems to be a lot about money, would dismantle all but one of our small colleges and centralize staff advising. We need to plan carefully if we intend to make these two major changes at Texas A&M while maintaining our traditions. One aspect of our unique identity that I would like to 'out grow' is our identity as a former white, all male, (conservative) military

college. Incidents of bigotry and racism at from our past have a long life on the internet. The arts are a way to bring all voices to the table and I welcome the emphasis on performing and visual arts in this report. I can't help but think that we need to change as a University before our student body reflects the demographics of Texas.

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The entire approach of centralizing all aspects of the university is problematic at its core. I have spent over 4 hours filling out this form, and if I had sufficient time to cover everything, I would need another 4. Therefore, I have only discussed the things that I find problematic. I have not addressed the things about which I know little or that I think would be beneficial (few as those are). This report basically re-organizes every aspect of the university--except Engineering and Mays Business--interesting. MGT's understanding of A&M, its history, and its culture is slim, and some of the recommendations imply a disturbing lack of knowledge. The changes recommended here are so sweeping that they would radically alter every aspect of TAMU. Yes, some changes are needed, but this is not change, it is total, radical transformation, and for the most part, not positive transformation. This will take years and millions of dollars. The report doesn't even begin to address what it would cost to hire faculty for the new departments and schools, not to mention new museums and a performing arts center. Let's not forget the costs of re-organization alone. How many staff will be RIF'd? How many jobs lost? How many programs damaged? What will new training cost? What if the whole thing backfires and we lose students? Mine are as a group, furious about this.

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Regarding DEI We need to do more, not less in this area. MGT notes "The demographics of student enrollment at TAMU do not currently mirror the demographics of the State of Texas. As a land-grant institution, TAMU should prioritize meeting the needs of all Texans and therefore must concentrate on increasing recruitment, retention, and success of all students, but especially diverse students." If our demographics do not mirror the state and as a land grant institution we are to prioritize the needs of all students as MGT suggests, it follows that we should be doing more to recruit and successfully retain underrepresented students NOT all students. TAMU does not have a problem recruiting and retaining students, we just saw the largest freshman class in history this fall (12,459 students), with 72,982 enrolled in classes on day one.

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This report reads as though the authors have no idea what university faculty or students do.

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none

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Generally speaking, September 2022 seems like a rushed timeline to implement any changes whatsoever. I believe I speak for many with the following question/recommendation: If implemented, can we take a slower, more methodical approach for these sweeping changes?

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Requiring a name on a survey such as this has the potential to limit the quantity of responses and decreases the likelihood that honest feedback will be offered for fear of retribution. This suggests a lack of desire to actually gain feedback, which causes employees to feel devalued. This contributes to a decrease in workplace culture within the university, which is linked to poorer psychological health of employees. When employees are not at their best, our primary customers - the students - are the ones who suffer. That said, the postponement of the feedback deadline did enhance the perception that feedback would be considered. Further, strong leadership is necessary, and the hope is that leadership will ultimately support, protect, and value employees.

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Overall, I value the opportunity to provide feedback to President Banks on this report and hope to assist in the transition as she moves the University in this new endeavor. I hope that there are many more collaborative opportunities to implement these recommendations and still have the Aggie spirit and warmth that defines the Aggie Family.

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It was my impression after reading the report that the breadth of the role of colleges of veterinary medicine on university campuses was not completely understood, especially with regard to their research function. Highly ranked colleges of veterinary medicine, such as ours, are very important contributors to research in human health, in addition to their core mission of promoting animal health. As proposed in the report, the constraint of routing proposals only through AgriLife would affect the research trajectory of the College of Veterinary Medicine & Biomedical Sciences significantly and may also compromise its national ranking. Thank you for the opportunity to submit all of these comments. [REDACTED]

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Agree with Centralization of service components in the Presidents' office. Operational inefficiencies and the redtapeism is apparent at each corner of the University. Most chain of commands are inaccessible and too cumbersome to even attempt to follow. Teach support staff about service - they are there to serve the faculty, researchers, PIs and students. Promote culture of trust and assistance and be positive. Certainly, compliance is important but the rules and procedures should be clearly defined and given before the start of the action item.

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My most serious concern is the lack of support for faculty and student diversity, equity, and inclusion. I highly recommend maintaining the Office for Diversity or VP for Diversity under the Provost. Its current location under Strategic Collaborations signals a lackluster effort at recruitment and retention of faculty of color. I also hope that the university will maintain and strengthen its support for TAMU as an emergent Hispanic-Serving Institution. As a premier land grant university in Texas, it should represent the people of Texas. One way to do this is to fund and promote a Latinx Center, which was a university-wide faculty and staff proposal in 2018. It is not enough to recruit Latinx students, we also need to retain them and secure their future success.

This year [REDACTED]. During my long tenure I have seen many changes and recognize that change, whether positive or otherwise, is an inevitable factor in the life of any institution. One provision of the present recommendations troubles me however. Our Library is a model of efficiency and effectiveness, one of the strengths of A&M that serves all our constituencies in a way that is the envy of many comparable colleges and universities. It took off under the leadership of [REDACTED] in the 1990s and has continued to grow and flourish. All members of the University community benefit from its mission, every day and directly and indirectly. To curtail its autonomy would likely stifle its future progress, so I suggest that something close to its present status be maintained. I also urge you in the strongest terms not to relegate the Cushing Library to the level of a museum. It provides highly visible exhibition space to be sure, but as the repository for invaluable, irreplaceable archives and a working research center attracting scholars from the US and abroad, it has national and international importance. There is an old saying: "If it's not broken, don't fix it." The A&M Libraries system is far from "broken," but any extensive tampering with its present configuration might result in more damage than good.

I am concerned that outsourcing transportation services would incentivize cuts to the bus system at a time when alternatives to the one-person-one-car model needs to be prioritized to achieve our goal of becoming a sustainable campus.

Reorganization is probably the correct way to increase institutional effectiveness. Suggestions from administration (and external review) are always welcome, but all action and planning should always be implemented by faculty and staff that are affected by proposed changes. The proposed changes are monumental in scope and without complete faculty engagement, there could be a mass exodus of very productive faculty and staff from TAMU. TAMU is unique in many ways, trying to become more like our "peers" is flawed thinking. There are always better ways to work more effectively, but never at the cost of faculty, staff, and most importantly student success.

I appreciate the opportunity to comment, but overall feel the study is not particularly well done. Many of the Likert scales were essentially straight lines making justification one way or the other based on input from stakeholders questionable.

I'm very glad that this report takes a fresh, comprehensive, outsider look at Texas A&M University; thanks for commissioning it. I have heard others correctly note that the recommendations in the report, while far-reaching, have only brief discussions of the expected benefits and no discussions of the expected costs. I agree, and I think that means that all of the recommendations should be treated as ideas, rather than recommendations. Few, if any, of the ideas/recommendations would create a new, innovative administrative structure. This is good because it means we can turn to other institutions who already have such structures in place and more comprehensively evaluate the advantages and disadvantages of implementing each of the ideas/recommendations. After a couple of months of data-gathering and another month of synthesis (maybe we should call it due diligence) and reporting to you, you should confidently know which changes make the most sense for Texas A&M, and furthermore you'll have the evidence to marshal support for such changes. I suspect that 60%-80% of them will be worth doing.

The question left hanging even after reading the whole report is: What was its objective? Are we interested in cutting costs? No numbers are mentioned anywhere, and between the proposed consolidation and expansionary programs, it is not clear where things would end up fiscally. We are a university, a place of learning, and we pride ourselves on the cutting edge produced by our faculty and the great training we provide students at all levels. This is never mentioned as an objective for any proposed idea. The guiding principle for any change should be how the proposed changes would help us achieve that, to maintain or improve the quality of research and teaching at the university. Another thing to consider is that College Station is built around TAMU, and so many in the Bryan/College Station area depend on the university for high quality and stable jobs, and this in turn helps the community that we have built together in the twin towns. What will be the implications of these consolidations on the jobs, particularly for staff and will it disrupt a job source or their lives in many cases?



I value the comparison to peer institutions, but just because peer institutions do things differently that is not a reason for change. Decisions for change should be considered based on how the change will help our students.

Don't make our university LESS than a full university. Engineering is not the answer to the complexity of this great institution.

I think the reorganization of the university should be done with the objective of how faculty can excel in research and teaching. In its current form, the recommendations broadly ignore the research component, which is what makes Texas A&M unique.

In many cases, the report did not define the problem or provide justification other than "other universities do it this way". Also, there was no cost-benefit analysis. I'm aware that the people from MGT that did interviews spent far too little time talking with some leaders and in some cases were incredibly unprofessional and disrespectful to those to whom they were interviewing. The interviews seem less like substantive information and more like MGT were checking a box to say they had consulted with faculty, administration, and other users. I'm also aware of several former students who did not receive the report and invitation to comment.

There are many issues with the report: a) Need analysis of costs, not just benefits of these changes (need pros and cons), b) Need input from faculty, deans, heads, CPI, Faculty Senate, staff, etc, c) Need to solicit more input and thorough input; not just rush through changes, d) Unscientific collection of data, large contribution by former students, old sources, no pros/cons, no evidence that these differences are better at other universities; many errors that make it clear they don't understand the details of organization in this huge complicated university, e) Some universities listed are not our peer institutions, f) Some recommendations were to change back to things from 5 or 10 years ago. In terms of research, there is very little mention of research in the report, and no mention of graduate students. It is not clear how many of these recommendations are consistent with the mission of this university as an R1 and AAU university, with a focus on research/teaching/service, not on treating us as a corporation.

I have made this comment in a few of the specific responses but I will say it again here: In my opinion there is a bit of ignorance throughout this report about what faculty needs actually are. Most faculty--to the extent they have a choice--choose their institution by the structure, prestige and research capacity of their job. To pretend these things are about the underlying structure of faculty affairs, gardens, performing arts centers and not about whether one's department is misplaced in the wrong College (or at least in a College structure that is dissimilar from every other comparable institution) is problematic in weighing of faculty (and to some extent student) priorities.

It is clear that the management team employed did not look into TAMU's history (Journalism major being a good example), does not understand academic disciplines (merging of Political Science and Bush School as an example), and does not understand basic organizational management principles--believing that centralization is an unalloyed good. While they do have some good recommendations, many of them need to be discarded or extensively altered to be usable.

☒ Your request for feedback is as hollow as the majority of this report, as many of the "recommendations" have already been implemented. This report reeks of TAMU administration telling the consultants "These are the outcomes we want. We'll pay you \$600K to present whatever evidence you can find to support it". ☒ I wasted way too much time reviewing this POS report

The report provides valuable external views of the organizational structure of the university. The opinions expressed provide some important insights. The broad overview is useful. The details missing are with the user experience. I speak from the faculty member standpoint Having close contact with department and college staff has enabled me to be more productive. When the staff are further away my experiences have been negative.

In my previous experience at Texas A&M previous attempts at increased efficiency through consolidation have gone poorly. This includes disparate example that include the loss of the Research Foundation, the centralization of analytical facilities into the MCF, and dealing with a centralized benefits office. I am afraid that many faculty view the proposals contained in the MGT report as fait accompli. If so, they may not provide feedback although my anecdotal evidence indicates widespread dissatisfaction with either specific items in the report or the lack of time to digest and understand the large number and widely varied changes that have been proposed.

1. As we embrace "diversity", it is not just including people from diverse backgrounds but also diverse specialties and talents. Converging everything into FOUR large units/colleges (AgriLife, Engineering, Arts and Sciences, and TAM Health) is NOT the way to be diverse. It is more like returning back to more than 50 years. Are we going to further merge back to "Agriculture" and "Mechanics" as the "two large units"? 2. Realignment of Biology Department and Biomedical

Sciences (BIMS) do not even make any sense at all. Biology is part of "Science", as the focus of Biological Research/Education is mostly in "basic science" as its orientation. Thus, BIOLOGY should remain in the College of Science. As for BIMS, the Education/Research emphasizes pre-clinical and translational aspects of biomedicine, including both human and veterinary medicines. 3. If Academic Realignment involves "moving" existing faculty members and their research laboratories in new/another buildings, this is completely wasting money, time, and resources. As faculty members, we have way much better things to do (e.g. getting research funding, educating/mentoring graduate students, teaching undergraduate students, and academic services). Moving a research lab requires a lot of time, money, resources, and people energy completely wasted for nothing. It is unclear WHY TAMU wants to move faculty members from their existing departments/lab locations to other buildings/places for "realignment". 4. "Centralization" does NOT bring effectiveness at all. For example, after the "AggieBuy" is in place, ordering of research materials/equipment becomes much slower, and the process is no way to be communicated. Prior to AggieBuy, ordering was through the department/college. As soon as an order was submitted, we pretty much got a reply back from the department and the company within 12-24 hours that the order was placed and the materials would be shipped. Now through AggieBuy, we rarely get any e-mail notice as whether the materials were ordered or not, and the company no longer e-mailed us (faculty/research labs) on whether they received the orders or expected shipping dates. It is much slower to get the needed research supplies via AggieBuy. 5. AggieBuy is extremely NOT user friendly. As a faculty member, we do not use AggieBuy on a daily basis only when we need to order research supplies/equipment. When we do so, it is extremely cumbersome to "re-learn" all the ins-and-outs. The "old" way of ordering research supplies/equipment via our department/college portal is much easier and user friendly, and even much faster and more efficient to get the supplies/equipment shipped to us.

The overall report is fairly weak in its synopsis of findings and expression of rationales for the recommendations proposed, and the overall tenor seemed to overly generalize the situation in higher education across the country. My hope is that the recommendations that are adopted or potentially adopted moving forward are given a clear, well-articulated justification for the need to implement and the concrete ways in which they would positively affect the overall climate of the institution. I also hope that the logistics of implementing each change are carefully considered and given the necessary time to take place. The way implementation is carried out can play a determining role as to whether the desired benefits of the changes are realized or not.

Focus on making Texas A&M the "best," not the "biggest"

This report has some good ideas and is bold. Yet, the devil is always in the details. How these centralizations and mergers are handled, assuming they happen, is the key thing. I cannot stress how this report has created anxiety among many on campus. I've been here 21 years and seen many changes. Wholesale changes of this magnitude would have to have a vision beyond efficiency, I think. We have wonderful people here at TAMU who respond to problems with persistence rather than paralysis. A larger vision, however, about where these changes are taking us, a la Vision 20-20, will help immensely. Thanks for the opportunity to express input.

I, and most faculty I have spoken with, are generally dismayed at the lack of transparency in the process that will potentially lead to significant change in the university. Some of the proposed changes could bring great benefits, but the process by which these recommendations were assembled has almost entirely left out the faculty and staff who will be the ones to implement them. (The faculty/staff survey that was distributed in August 2021 bears no connection to the recommendations that we see in the MGT report.) Department heads were not interviewed, so the report repeatedly displays a clear ignorance of the research and teaching that is actually being done in departments. In fact, the report seems to have relied on clichéd and outmoded ideas of academic disciplines rather than investigating the work that is done in Texas A&M's cutting-edge university departments. In-depth knowledge and appreciation of this work is crucial to getting re-alignments right. It is not clear that even something as basic as course offerings and research areas (easily accessible online) were consulted in proposing department realignments. Faculty reading the report are left to wonder what the true goals and objectives are. How do the recommendations build on the tradition and strengths of Texas A&M and create genuine and unique avenues for growth and prominence, and not just represent current trends in higher education management?

The recommendations in general are very good.

I am a [REDACTED]. I have worked at 4 dental schools and under 11 different deans. I am past [REDACTED]. In a nutshell, I have witnessed lack of transparency at this

dental school and total mismanagement of people and nepotism to no avail. Also the college of dentistry lacks patients and students are getting short changed . I hope someone speaks to me as I started here in 1984 and have a lot of historical information. We are not an excellent dental school today!

Since 2011, (10-years), A&M has seemed to be under some re-organization or change. I hope we can settle on a proposed organizational structure and have some peace for all of our great faculty and leaders.

In general I believe the centralization of major operations such as IT, HR, Finance, Facilities, etc. will not bring about the benefits outlined in the report but I suspect this will all happen anyway and we'll learn to live with it. I want to reiterate that the report does not take into adequate account the uniqueness of the Libraries and their role on campus. The Libraries should remain its own unit, with a Dean who reports directly to the Provost.

My focus was on the issue of consolidation academic advising but it is absolutely stunning that in one page of print in a 133 page report that MGT recommends such a detrimental impact to this university. It demonstrated a true lack of depth of the mission of this university ... it renders every other page extremely suspect.

The university is about to launch a major set of changes and initiatives. Maintaining feedback loops and actually listening to unanticipated concerns and challenges which will almost certainly arise. A "response team" that answers to the President is likely needed to sit with the concerned faculty and administrators, perhaps once per month to hear opinions and ideas. Communication will be a key to navigate toward the goals being pursued, and as progress is made, celebrate the faculty heroes (esp in liberal arts and geosciences, assuming that the Arts and Sciences idea is adopted). Visible evidence that the University overall is thriving and taking any/all measures that lift faculty pride and morale in the "new world order" will likely calm the waters within a year or two (could be longer, patience and perseverance will likely be needed).

Businesses re-org regularly to clean out unneeded or out-of-date processes and try new things. This is how we enforce Dweck's growth mindset in business. Really like the top 3 student success skills. We need to teach those in pre-course college prep courses college wide. We did this with the Engineering Academies this year in August. I can take up this initiative for the university, if you want. I had an ASEE paper in 2021 on this and expect a results-based paper in 2022. Government Affairs is a model for all departments. Document how they work and share that with all as a template. I encounter their consistent influence in many venues (Eng Acad, TTI, Faculty Senate, grant pursuit). Apply the McAllen elevation justification to the Engineering Academies as well. They reach a key population where the the students are. I can help with this one, too, as we need to expand the Academy concept beyond just Engineering. We also need to grow the Professor of Practice role beyond ENG and Mays, although I agree that they may be most applicable in those two colleges. Finally, yet related, the best jazz instructors are those that have and continue to spend time with gigs. Something we may want to consider for our PoPs, externships. Thank you for your time and effort.

The the report is surprisingly lacking data supporting some recommendations. The report should be sent back to MGT and task them to do a better (scientific) job. To be convincing, the report must be supported by adequate data, more detailed findings and rationals.

I hope that faculty feedback will be seriously taken into account.

I'm concerned that the Libraries continue to maintain their function as research Libraries.

Change can be good for the institution, but only if the benchmarks for success are clear and investments are made to realize potential benefits.

This whole process reminds me of elections in dictatorships. If the administration was serious about making positive changes they would proceed far more slowly getting more input. The current set-up is designed to have the appearance of shared governance without actually having it.

The office of the VP for Diversity must be positioned prominently to accomplish the university's ambitious goals in diversity, inclusion, and equity. The proposed change to have the VP for Diversity report to the VP for Academic & Strategic Collaborations does not reflect the university's commitment to diversity & inclusion. The VP for Diversity should directly report to the President and the Diversity Office must have resources and the influence to effectuate university's diversity goals.

Many of the conclusions of the report are not substantiated and appear to be forgone conclusions that were in need of support. Where no factual support could be found, the report just says, and I'm paraphrasing here, "Well, that's the way Michigan does it." I think the university would benefit from thoughtful and detailed analysis, but this is not it.

Appreciate the opportunity to provide feedback and appreciate the administration's willingness to consider the broader communities reactions and input.

We are TEXAS A&M UNIVERSITY! Why do we need to be like other universities? Final comments: Keep Mays School of Business a separate school Keep the Bush School a separate school Move the College of Education to the College of Arts and Sciences AS IS. Keeping Health and Kinesiology together. A&M Health: College of Med, Dentistry, Public Health, Pharmacy, Vet Med and Nursing. Increase green space along with dining options for students that are safe and welcoming.

We need to add JUSTICE to the Aggie Core Values. Committees, Boards, and faculty need to more closely represent the Texas population and that is going to take a very active approach to messaging, recruitment, and retention.

I am concerned about the evidence base substantiating the recommendations made. Insufficient details were provided regarding the survey analysis and other data points used. Diversity and inclusion was insufficiently addressed.

The MGT report contains many reasonable, if not laudable recommendations. However, it is so burdened with flaws that it is an embarrassment to this great university. For the sake of brevity, I will confine my remarks to those areas that I am most knowledgeable about. Flaws with the solicitation of input for the MGT report The initial online survey for faculty and staff was only open for nine days, from August 11th through August 20th. This is the precise time of year when faculty and staff are mostly likely to be away from campus (vacation or other activities) and least likely to be attending to e-mail. This is particularly true for faculty on 9-month appointments (September-May) in which faculty may be engaged in other teaching and research activities off campus (such as field research) during August. Please note that nearly all faculty in the College of Science and the College of Liberal Arts are on 9-month appointments, while in other units such as Agrilife and Engineering many faculty have 10-, 11- and 12-month appointments. I was traveling and missed the survey completely, as did other members of my department's staff and faculty. Whether intended or not, this short and inopportune timeline had the detrimental effect of limiting input from many groups of faculty and staff. I don't know when students were solicited for their input, but the middle of August would also be the worst possible time for them as well. Given that the results of this report will likely have significant impacts on this university for decades to come, there was no justification for the timing of this survey with respect to both the time of year and the short duration the survey was available. Couldn't the survey have waited for just a few weeks in order to maximize feedback and ensure that everyone had a chance to participate? Secondly, some of recommendations made by the MGT report are highly specific and detailed, and were obviously not formulated as the result of input from the online surveys (which were very general in nature). Clearly, major input was solicited in the form of in-person interviews. However, the methods employed in this interview process are entirely opaque. The report states: "Over the course of three months, the consultant team conducted more than 60 in-depth interviews with key university leaders" Who were these "key university leaders" and how were they selected? It has been widely reported that [REDACTED]

[REDACTED] was not interviewed even though two of the key recommendations in the report (the merging of the College of Science with Liberal Arts, and the merging of the Biology Department with Biomedical Sciences) are directly related to his area of responsibility! Intended or not, this sort of omission is unconscionable by any standard. Although Finding #5 and Recommendation #5 directly concern Department of Biology, nobody from this department appears to have been interviewed or even solicited for specific information during the preparation of this report. Clearly, the MGT report failed to meet President Bank's stated goal that "All perspectives are important and will be considered." Flaws with Finding #5 and Recommendation #5 In finding #5 the report states: "Splitting the program between three colleges creates confusion for students about appropriate majors and creates barriers to changing majors which results in increased time to graduation. " First of all, what "program" is the MGT report referring to in this finding? There are many academic disciplines (and career pathways) that are broadly related to the life sciences. If the report is criticizing "splitting the program" it needs to first define what "the program" actually is. Secondly, to the extent that there is confusion about majors, at least some of this has been brought about by the Biomedical Sciences program (not Biology). A few years back, the College of Veterinary Medicine realized that their growth was limited by the market demand for DVMs. They saw one avenue to growth through the launching and subsequent aggressive marketing of a Biomedical Sciences (BIMS) undergraduate program. As such, the CVM (now renamed the College of Life Science and Biomedical Sciences) is the only veterinary school in the nation with an associated undergraduate program (an extreme outlier in this respect). Over the years, the BIMS program has developed duplicate courses to those taught in Biology and other departments, and it continues to do so. I have personally witnessed instances of what I consider "over-the-top" marketing by BIMS. There have been anecdotal (but repeated) accounts of hard-sell recruiting efforts directed at high school and transfer students that have included what one can only characterized as "biased" statements about the

relative merits of the different life science related majors. As an example, the daughter of long-term friends of ours was advised that “BIMS is the best option for someone who wants to have a career in molecular biology research.” The Biology Department actually has a rigorous major in Molecular and Cellular Biology! My own son was told similar comments by a representative of BIMS. One cannot help but wonder whether such statements have had some effect on the “perceptions” held by some campus leaders (see below). In finding #5 the report states: “There is also internal competition for resources such as faculty hires, facilities, grants, duplication of current faculty members areas of interest, which hinders the ability of faculty members to collaborate and contribute to advancing research and student success.” I have served on a number of search committees for Biology and for several departments in Agrilife over the years. I can say with certainty that the criteria for hiring in each department is different. In my experience, I have not seen any competition for faculty hires or duplication of faculty members areas of interest. With regard for competition for grants, I assume the report is talking about extramural grants. If this is the this case, the competition from internal applicants is negligible compared to intense external competition from investigators at hundreds of other universities and research institutes. The report does make a valid point with regard to competition for facilities, but the Biology Department has not been a player in this competition, and realigning or restructuring the Biology department would not address this issue in any way. A great example is the fact that this university has invested heavily in two overlapping facilities for genomics and bioinformatics services. One of these is the Agrilife Genomics and Bioinformatics Service ([www.texgen.tamu.edu](http://www.texgen.tamu.edu)) located in the Centeq Building (off campus), and is backed by Agrilife and Engineering. The other investment has been in the Institute for Genomics and Society ([www.genomics.tamu.edu](http://www.genomics.tamu.edu)) which houses both genomics instrumentation and bioinformatics services in a wing of one of the new Veterinary Medical Research buildings and in the Reynolds Medical Building. The continued growth of these duplicate facilities appears to have been fueled by high-level administrative rivalries. Again, the accompanying recommendation (#5) would not address this issue in any way. In finding #5 the report states: “Based on comments during the interviews, there is a perception that the current Department of Biology is underperforming and there would need to be a significant investment to bring the productivity to an acceptable level.” This is a heck of a statement to put in an official report that will no doubt be read by thousands of people both inside and outside the university! To their credit, MGT is honest in stating that these statements are based on “perception” and has also provided a source (“interviews”). However, as we have all learned in recent years, perceptions, even from “key leaders” can be very wrong and are can be extremely harmful. Given that this statement is based on perceptions from interviews, many across campus were shocked that it was even included in a document prepared by an ostensibly professional consulting firm. Inclusion of these comments in the final report may be unprofessional, but actually using “perceptions” to make far-reaching policy is unconscionable. I challenge MGT to provide concrete evidence, based on relevant (“apples-to-apples”), contemporary data, to justify this inflammatory statement, or else retract it from the report. These comments have had a chilling and demoralizing effect. Many were shocked that “key leaders” of this institution could have perceptions that are so far from having a basis in reality. Based on my own experience, as well as my examination of the actual relevant data, the current biology department is flourishing despite decades of benign neglect by the university (particularly with regard to infrastructure). Others in my department and college can (and hopefully will) provide the numbers to support this claim. However, what numbers cannot convey is the intense esprit-de-corps, dedication to mission, and downright determination that characterizes the Biology department today. I seriously doubt that any other department on this campus could have moved an entire lower-division biology program, including dozens of laboratory sections, completely online in the span of 96 hours. To my knowledge, no other STEM program on this campus (including BIMS) has as diverse a student body in terms of underrepresented groups and first-generation college students. To my knowledge, no other STEM program on this campus has made the strides that we have in terms of retention and success of URM and first-generation students. Finally, I seriously doubt that any other department on this campus could possibly maintain the vigorous research programs that we do while housed in the crumbling and outdated buildings that we occupy (the oldest of any of the departments in the broad life sciences area), which are characterized by frequent floods (freshwater and sewage), HVAC, and other mechanical problems. In finding #5 the report states: “Most peer institutions do not have a stand-alone biology department, but universities do offer microbiology and other specialized biology programs.” This statement is, at best disingenuous, and at worst is simply false information. First, many of the peer institutions listed in the MGT report do in fact have a “Department of Biology.” Secondly, at many of the other peer institutions listed, the analogous department simply goes under a slightly different name such as “Department of Biological Sciences” or “Department of Integrative Biology.” Finally, in some universities there has been split into “Molecular and Cellular Biology and an “Evolution, Ecology and Organismal Biology”. This kind of splitting was trendy in the 1980s and 1990s, but

recently this trend has seen a reversal, as ecology and evolution have become more relevant to molecular studies (and visa-versa), and the field of biology has become more unified in the age of genomics. In a very real sense, the current Biology Department is at the forefront of this reintegration of biology. Recommendation #5 states: "Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. This new Institute of Biological Life Sciences will be primarily housed in AgriLife but strongly connected with the College of Arts and Sciences, College of Veterinary Science, and TAMU-Health through courses, faculty, scholarship offerings, research grants, and laboratory facility use." First of all, the term "Biological Life Sciences" is an absurd grammatical redundancy. It's like describing "all the living people who are alive." Are there any non-biological life sciences? This embarrassing gaffe indicates that the MGT organization is operating outside of their expertise when making this recommendation. Secondly, the term "Institute" has a very specific administrative definition on the TAMU campus, and is applied strictly to research and not teaching entities. Again, it appears as if MGT had not "done their homework" in the preparation of this report. Thirdly, why would Biology (College of Science or Arts and Sciences) and Biomedical Sciences (CVM) be administered by Agrilife, which is yet a third party? This is like uniting the Czech Republic and Slovenia and then putting them under the control of Germany. No justification for this specific administrative structure is provided. At face value, it makes no sense. While lacking any substantive justification, this recommendation is so vague that it is difficult to predict what this restructuring would look like, or what the long-term positive or negative effects would be. Notably, there has been much attention given to the importance of interdisciplinary approaches to modern research. As such, the current Biology department is easily the most interdisciplinary life science unit campus. Much attention (and lip-service) has been given to the "balkanization" of the sciences and academics working in "silos." The current Biology Department embodies the diametric opposite of these phenomena. On any given day, I can have meaningful scientific interactions with microbiologists, evolutionary theorists, structural biologists or neuroscientists. As such, the current Biology Department is an absolutely unique entity on this campus, and is reflective of the direction that modern science is taking. Any administrative "deconstruction" or dispersal of the Biology Department would have serious and likely negative consequences. Many of us (including myself) came to Texas A&M to be in a true interdisciplinary Biology department. We find our department to have an intensely stimulating intellectual environment for ourselves and for our students. If the proposed academic realignment is as poorly implemented as the MGT report is poorly informed, I fear that many of my colleagues who are in the best position to leave will do so. Retention of our best scientists will surely suffer. The major attraction that led me to come to Texas was the Biology Department itself. It is collegial, interdisciplinary, and is an extremely stimulating intellectual environment. For a large part of my time at TAMU my laboratory was housed with Agrilife faculty on West Campus. I was able to experience both the Agrilife and COS cultures intimately. They are not the same. They are not interchangeable. The clear driving motivators of my Biology colleagues (and the administration of the College of Science) are the pursuit of knowledge about the biological world and excellence in biological education. While I had some excellent colleagues in Agrilife, the culture is different. In particular, the Agrilife administrative culture was very different from that of Science, in that it showed little interest in either scientific discovery or educational excellence; rather it appeared that the most concerned with the accretion of resources and influence. My housing on west campus was supposed to be temporary — until a new Biology building was completed. After more than a decade of waiting, I moved my laboratory from a fairly new, well equipped building on west campus to a much older Biology Department building on main campus in order for my students and I to be with my Biology colleagues, in an environment with a higher level of scientific rigor, a shared passion for scientific inquiry, and higher expectations in every category. The downside to my move was that my research program suffered as a result of numerous floods (fresh water and waste water), local power outages, air-conditioning outages and interminable shared equipment failures. I have come to dread that phone call, often in the middle of the night, alerting me that my lab is flooded or the power is down in the building. Further, many tens of thousands of dollars of equipment that I brought with me was destroyed by floods, and enzymes and other important reagents have been lost to power failures (of course, there was no budget for replacement of these losses). Much of the shared equipment in the department is older (sometimes far older) than my graduate students. After these experiences, I am truly astonished and inspired at how vibrant and successful the research programs in the Biology department are. This is truly a case of determination in the face of difficulty. During my time at TAMU there have been no less than three instances in which the Biology Department was slated for ("promised") a new Building. All three times, as soon as the funding was about to actually materialize, the building was allocated to other units within the university. During this same period, Agrilife and CVM have had massive building campaigns (a cluster of buildings that was part of the latter was somewhat aptly named "Veni, Vede, Vici"). Recommendation #5 states: "Moving the Department of Biology and the Biomedical Sciences

Program into the new Institute of Biological Life Sciences will allow for easier collaboration for the biologically oriented faculty in the College of Agriculture and Life Sciences to collaborate with faculty throughout the university working toward similar interests." This statement has no validity because, in my experience, there are currently no serious barriers to collaboration between researchers in different colleges (I currently have active collaborations with multiple faculty in Agrilife and Engineering). In the past, there have been some hindrances with respect to grant proposal submission and award administration. However, recent changes with Sponsored Research Services (SRS) have essentially eliminated these problems entirely. Recommendation #5 states: "Most importantly, a unified biology program allows undergraduate students to start in a general biology major and enter a specialized track after exploring the first-year courses. This allows for better glide paths to assist students who change majors from one degree program to another, and clearer paths to graduation." Again, this statement has no validity. The essential problem is that some majors in Agrilife and other units have multiple tracks that require different levels of rigor in introductory courses. For example, Animal Science has a "Science" track that looks just like the Biology majors. There is also a second, less rigorous "Production and Industry" track that requires fewer and less rigorous science and math courses. This situation exists across many programs. A single "unified biology program" would not solve this problem unless we make all students 1) take a less rigorous set of courses, or 2) take a more rigorous set of courses. The less rigorous track would fail to meet the minimum requirements for entry into most professional and graduate schools while the most rigorous track would have future beef producers taking calculus and physics (this would not be very popular!). Many of our peer schools (especially Land Grant Institutions) face similar issues, and tackle them in different ways, but none of these (that I know of) have a single "one size fits all" set of introductory course requirements for all life science majors. Addressing this situation does not require any restructuring or realignment of academic departments or majors. It does require good advising, along with students who are willing to take more (and more rigorous) STEM courses in order to keep their major options open. Unfortunately, many of our students opt to take the "path of least resistance" which later leads to difficulties in changing major and longer time to graduation. If we did have a single "unified" introductory biology program—for everybody—what would it look like? Developing this curriculum would be one "hot mess" I would not want to be involved in.

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Other strong recommendation: Move all the functions of TEES, TEEX, and TTI to fall under the College of Engineering. They are already managed by the same dean and vice chancellor, so this would not overload the organizational chart. This change would allow the administrative support for research and extension to be focused. It would also provide much stronger branding for competing at the national level for top grants as Texas A&M Engineering. The current structure is unnecessarily confusing and does not match our peers. It is my opinion that the term "Experiment Station" is a branding liability and does not convey the professionalism of our college. There may be issues here associated with Agency status, but that may also be part of the problem that needs to be addressed.

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More communication and analysis is needed as we move forward in order to make changes that are effective and that will result in success.

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I hope that the administration will examine ALL of the potential consequences of these recommendations, not just the consequences provided in the report. The areas in which I provided feedback would result in negative consequences, rather than the positive ones listed in the report. Outstanding leaders listen first, then act. This builds trust from followers and is a leadership behavior that I have rarely seen at this university in my 20+ years here. I hope to see it more often with this administration.

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I'm all for necessary change and encourage action (see my responses to #9 above), but hope that this is not already a 'done deal'. So many of my colleagues believe that this feedback process is for show only and that decisions have already been made. Given the level of commitment and intelligence that the faculty represent, I hope that this feedback process will actually result in considered thought and action.

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No comments.

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Some very good ideas. The centralizations can be done over the course of the spring and summer. The academic realignments, as I have said above, should involve more deliberation and caution. Not opposed to them, but it will take time to create the Arts and Sciences College.

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Relegating the implementation of equity, diversity, and inclusion initiatives solely to the areas of student affairs and undergraduate recruitment would take TAMU a giant leap backwards in terms of organizational effectiveness, faculty recruitment and retention, program quality, curriculum development, and more. The lack of MGT's seeming understanding of EDI in a University environment makes me distrust all the findings in this report.

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1. The overarching premise in the report seems to be that a university's only goal is student success and that a university should focus on efficiency foremost. These goals are flawed for a number of reasons, one being that that student success is not defined at all in the report, although one might infer from the report that student success means students are happy. This is a fundamentally flawed goal for a university of any class, and certainly of any university of our caliber. Universities create knowledge including fundamental knowledge about how the world works, and they educate their constituents, whether students, faculty, or the general public. This report assumes that the creation of knowledge (also known as research) is not core to this university, and it assumes that by being efficient, the university will of course be successful. 2. The element of this report that I find most distasteful is that it has given no consideration to the massive disruption to the humans affected by all the changes proposed, nor does it address the massive disruptions to educational practices, research activities, and administrative work that would be necessary were all the recommendations to be implemented, with a turnaround time for comment-seeking of TWO WEEKS. Such massive changes might be justifiable if the university were on the verge of bankruptcy, about to lose all its accreditations, or under indictment for illegal activities. None of these are true, so the massive disruptions that would clearly occur have no other purpose than to bring faculty and administrators under the thumb of forces outside of our walls and make all departments and colleges look the same and eliminate the academic freedom that make a university what it is. 3. Although the surveys and interviews may have shown conflicts about what DEI means and what the university's culture is, that is not a problem to be solved by demoting DEI efforts. Attitudes about DEI are conflicted across the country. This does not mean that we should bury our efforts – we have come a long way as a university, but we still have a long way to go to serve the diverse state of Texas, to represent the diversity in students AND faculty AND staff, and to uphold basic human rights related to differences among individuals.

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The US News and World Report rankings appeared few weeks ago and, once again, the University spun a momentary drop as a gain ([Headline TAMU TODAY: Texas A&M Moves Up 4 Spots In U.S. News Rankings. In 2008 we were 22nd among Public Universities. By 2011 we had dropped to 23rd. By 2018 we'd dropped to 25th. And in 2022 we'd dropped further to 26th So much for the 2020 goal of being in the top 10. Also, in terms of our rankings among National Universities the trend line over the past two decades is decidedly in the wrong direction; namely, we've been dropping roughly 1 rank every two years for the past two decades. If we compare our lowest ranking from 2004-2008 (i.e. 67) with our highest ranking in the last 5 years (i.e., 66) a charitable take on the data would be that we've remained essentially unchanged over the past two decades. This trend will not be altered by bureaucratic tinkering, by changes in the org chart.

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I'm not entirely dissatisfied with the findings in this report. But I do find it atrocious that TAMU cannot make a more concrete commitment to diversity. The report hedges, throughout, on making any actual changes - though it notes a strong level of "discomfort" among faculty and students (this is a word used often). Our core values and our perception of ourselves as an institution require that we take more concrete action in this regard. Even more frustratingly, we have excellent faculty and staff who can provide the necessary suggestions and infrastructure to make change. All that we require to do so is a clear line of funding, support at the highest levels of university governance, and accountability for departments and faculty. There are plenty of models of other universities that have put far more effort into DEI work than we have, and have seen success. We keep saying that we want to recruit diverse student bodies; but "diversity" is only one component of "Diversity, Equity, and Inclusion" work. We cannot recruit talent but not retain it. We are losing the students, faculty, and staff that can do this work. TAMU's commitment to diversity is a joke. That simply is not acceptable anymore in our world. Aside from doing the "right" thing (which is really where the consideration should lie), we aren't doing enough to keep up with our peers in this political climate. We need to be a leader on this front. But right now we risk being a national joke. "Climate" is not some vague, amorphous concept. It can be changed through structured accountability and rewarding of DEI work. We simply don't have that right now. In a report like this, I would really have liked to see more direction on how that is going to happen. Instead, we seem to have gutted the effort that were already ongoing. You cannot say that you value diverse perspectives, and make a structure that does not align with doing so. We need, in other words, to "put our money where our mouth is." We haven't done that yet.

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Thank you for the transparent sharing of the report and opportunity to engage in meaningful discussions and discourse verbally, and in written form. Happy to be able to contribute to the continued elevation of TAMU! Our future is very bright and continuous improvement is an ongoing journey.

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This report has many positive recommendations. To attempt to get effective input from the faculty, in such a short window is naive, and further lowers morale that is already low, - is harmful to the faculty and totally counterproductive. I have heard many negative comments. The most common one is that the administration is just going thru the motions



of asking for input and that all these recommendations are already a done deal. Whether that is true or not I do not know, but asking to complete such a survey at this time of the semester, while students and faculty are already stressed out due to COVID 19, does not make sense to me at all. The report should articulate creating a pleasant and nurturing environment for all. It comes thru as a centralization of power, and the latest version of insensitivity. It will open a pandoras box of problems because it comes across as lets teach the faculty and staff a lesson. The best thing the administration can do is to have open discussions and take the time pressure off. I desperately want President Banks succeed! This top down pressure will boomerang on her. If I were in her shoes, I would have a series of town halls for a year or so, and allow the faculty and students to comment and get involved.

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I was extremely surprised that the report makes no mention of on-line education. TAMU is far behind the curve in offering virtual instruction. Have a look at, for instance, the achievements of Arizona State University in this field as a model. Despite the aura of the "Aggie Experience," many students with whom I have spoken appreciate the flexibility that on-line teaching provided--if it is done properly. If TAMU actually wants to enter the 21st century, it better get on the boat with offering on-line classes. I am also disappointed that the athletics program received no significant attention. It has been demonstrated by studies over and over again the major athletics programs are net money losers--even considering alumni donations. In general, the focii of the report were cherry-picked.

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It seems like the writers of the report did not investigate very deeply into specific implementation issues of their recommendations at A&M, some of which would be easy to learn by talking to people on campus or consulting published materials like degree plans. It is also disheartening that throughout the report changes are often partially justified by saying "our peer institutions do this." Our peer institutions have different constraints and different histories, and while studying them may provide ideas and insight, the fact that 12 out of 19 do things one way is relevant only in so far as it says that some schools do things differently than us.

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The College of Agriculture implemented nearly identical changes and it had been an complete failure. Faculty moral is at an all time low in the college. If you want to really help us replace our Dean.

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Many of these changes are welcome and necessary. I appreciate the need to rip off the Band-Aid to make the university more competitive and placed to best achieve our mission to students. I strongly support investment in professional human resources management consultants to engage in transition because the biggest risk TAMU faces in the implementation is losing talent at all levels.

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Two overall thrusts of the report--increasing transparency and developing career paths for faculty (especially non-tenure-line faculty) and staff should be given very high priority.

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Thank you for the opportunity to offer feedback regarding the recommendations offered in MGT Consulting's report dated October 19, 2021. I am a Former Student and [REDACTED]. I teach for the [REDACTED]. I have a Master's of Education in Instructional Technology and I am the [REDACTED]

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Since the majority of my time is spent in professional practice, I bring a different lens than some of my faculty colleagues that have spent their entire career in academia. Regarding Recommendation and Rationale #9a: I find it a bit harsh to refer to the University Studies students as, "...do not have the qualifications or interest to enroll in a College degree program..." and the inference that these students would be a distraction to a College's mission. From my experience, some of my past and present USAR students were predominantly transfer students. They wanted to get into a particular COA program, but for some reason when they transferred in - there wasn't room, so they were advised by their assigned advisor to go USAR until their desired program had an opening. I would assume that would be the case across all of the University's 18 colleges. Due to that fact, I don't think it would be wise to dump all of those students into one University Studies pool. Regarding Recommendation and Rationale #9c: I'll admit it - as someone who teaches for the COA Department of Construction Science and someone who is employed by a large construction firm - I am extremely proud to be a tiny part of the #1 Construction Science program in the nation. My practical mind can't help by think, "If it's not broke...don't fix it." It would be a detriment to change something that is so successful and on the track to become even more successful. My main concerns about moving COSC to the College of Engineering (COE) are as follows: - DEI - currently 24% of COSC's students are 1st generation college students. Many of those students speak Spanish at home with their families. As you know, there are many demands and pressures that come from being a 1st generation student. If COSC moves to COE, it may give potential COSC students the impression that our program is too hard. We need our Spanish speaking COSC students to make it to professional practice. There is a huge need for HUB (Historically Underutilized Business) contractors, as well as a huge need for Spanish speaking professionals out in the field. - Increase in Rigor - 1st generation students aren't the only ones that worry about rigor. Several of my past and current

COSC students have transferred into the COA program due to the fact they couldn't meet the academic demands of Civil Engineering. - Increase in Tuition - COE's tuition is higher than COA's tuition. This will be another issue that will deter potential COSC students, especially those 1st generation students that find it daunting to pay COA tuition rates. - Interdisciplinary Learning - the trend for interdisciplinary collaboration in the A/E/C industry is huge and much needed. Removing COSC from COA will hinder students ability to cross pollinate in class. There are many industry professional studies that have been published that prove that when there is a high level of collaboration between architects and general contractors, projects are much more successful: projects are finished on time and even early; less change orders are generated; and the Owner gets a better design and better performing building. Apart from those concerns, do I think COSC could be successful if moved to COE? Perhaps, if allowed to continue to operate under its current structure that makes the Department and program so successful. The things that make COSC so successful are the following: - Current Leadership - Dr. Patrick Suermann has provided excellent leadership. He has assembled a leadership team and faculty that continually strives to maintain and exceed expectations, but most importantly helps build and support successful COSC graduates that will continue to give back to their University and continue to improve the Construction industry. - COSC's Construction Industry Advisory Council (CIAC) - not only provides financial support, industry intel, and robust recruiting and support of our COSC students. - COSC's Curriculum - our curriculum is the right mix of theory and hand's on/applicable knowledge. Far and away, TAMU COSC students are more prepared for industry day one after graduation. - COSC's Faculty - COSC employs several APT professors that bring years of successful real-world experience into their instruction. The ability of COSC students to learn from those that have applicable knowledge is invaluable. These faculty members are providing a huge value and enrichment to the COSC student's education. Thank you again for the opportunity to share feedback. I want nothing but the best for our University. I feel confident that you and your team will take in all feedback offered and act in the best interest of our beloved University as we continue to strive for academic excellence and carrying on the Spirit of Aggieland.

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In general, I'm highly skeptical that centralization is going to solve the universities problems. I am a new professor at the university and have already quickly noted that many services and functions that were hosted and organized within departmental walls at my previous institutions are in fact much more centralized already here at A&M (e.g., IT, business offices, communications, etc.). I don't see this as a benefit. The huge downside of this is that these offices, services, and functions are one extra step removed from the departments and are therefore not able to understand the unique and individual needs that each department may have. Along these lines, I believe that centralizing undergraduate advising would be a mistake, leading to situations where undergraduates may not receive the best tailored advising that is appropriate to their field of study.

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There are many interesting suggestions and I am in general supportive of many of them. My biggest concerns are with regards to moving faculty affairs from Provost Office, creating a Vice President for faculty affairs directly under the President, centralization of UG student advising and of communications.

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There seems to be a general theme to centralize operations for achieving cost efficiency and control. Decentralized structures are in general better for fast response. Case in point temperature of rooms in Galveston are controlled from College Station. Not a good idea when students are sweating in class and have no control locally. My buy in to Texas A&M as a student two decades ago was for its best value for education. I hope we will have more concrete analysis into the cost savings versus operational efficiency before major structural changes are made. As an example centralizing student advising might save us a lot of money, but does this really benefit the student when domain specific knowledge at the local level is key to good advising. What is the benefit to saving costs to students when they cannot be given the correct advice they need. Their personal education debt might be more critical to this analysis even though this is an external cost, not directly captured in our system.

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We need shared governance. COVID was mismanaged terribly with no input from faculty. The only thing in the report I liked was the ratio on Faculty senate - it should have correct ratio of APT and T/TT.

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For the scale of changes proposed, it surely is a very short response time. Change is good, but change in haste without proper thought and consideration does not end well.

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Several organizations are collecting survey data, including the Council of Principal Investigators (CPI) and Faculty Senate. CPI will have feedback from all PIs that includes ratings of each of the recommendations. I strongly encourage the administration to make use of these data when considering the implementation of the recommendations. I also believe there would be considerable utility in directly engage these organizations in determining what changes to implement. Thank you for all your efforts to elevate TAMU to one of the world's greater research and educational institutions!

I read the report with optimism, and I appreciate this opportunity to provide feedback. The key to any of these changes will be transparent and swift implementation. I strongly believe that it is better to make the changes and solve teething problems as we move forward rather than to get caught in a quagmire of endless committees trying to predict and solve problems in advance of moving forward. Faculty members tend to get caught in the weeds and scrutinize the details of everything for faults--it is in our DNA and a big part of what makes us successful at our jobs. It is also the reason why few faculty members possess the necessary skills to lead effectively. In my department, faculty members are already frustratingly using potential re-organization as a foil to delay and inhibit innovation. Moving swiftly, deliberately, and transparently will enable faculty members such as myself to focus on doing what we were hired to do--research and teach students--rather than waste energy worrying about the various permutations of the university's future. In consequence, I am optimistic about the President's aggressive timeline and strongly encourage her and her team to remain steadfast in keeping it. As I stated above, my name is [REDACTED], I am a [REDACTED], and I am happy for my thoughts to go on record and be identified with me.

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The combining of departments into larger colleges will have a very large number of problems. Some departments are just so different than others I suspect the difficulties in combining them far outweigh the benefits from combining them. A deeper look into the compatibility of departments is needed.

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What about research excellence? National prominence? These central concerns barely received mention in this document. Highly concerning.

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I think that there are some good suggestions (many, even!) in the document for making the university more efficient, even if a wider vision for improving the university was lacking - there are lots of technical fixes but there is not much thought given to tackling the more fundamental problems at the university, and in higher education more broadly. With that in mind, I was disappointed as what was missing from the report. This may be because they are not seen as a priority or because no one thought about them. (a) Faculty administrative load - many faculty seem to be overburdened with administrative tasks (I'm new and I already feel like I'm barely keeping my head above water). A focus across university management of taking some administrative tasks away from faculty or trying to mitigate their effects would be beneficial. I regularly get emails late on Saturday nights from faculty who are trying to catch up with admin from earlier in the week. If so many staff are having to do so much work out of hours then this implies a defect on the behalf of management. If there is not enough time to complete the required tasks during the week then either the faculty member isn't using their time effectively (which may well be true) or they are being given too much to do (or, as it probably the case for most people, both). It is the responsibility of the university to manage the expected work load. (b) Faculty and staff mental health - I tried to search for this in the document but I couldn't find it. I think because no thought has been given to it. Covid has been extremely hard for many faculty. This is related to the point above. It is difficult or impossible to retain brilliant faculty and let them prosper if you grind them into nervous wrecks within a couple of years. It diminishes research, it makes it difficult to develop as educators or employees, it makes people more likely to leave to pursue other career opportunities. The biggest problem here is not in terms of provision of mental health care for faculty and staff but rather encouraging a healthy work environment by ensuring that there is a realistic workload. In summary - I think that there are some good ideas within the report and I would be pleased to see them come to pass, but I think that there are more fundamental problems which must be fixed and which are an higher priority and these issues were not considered in this report at all. This is disappointing but there is an opportunity to go back and consider these issues now. I hope that the opportunity will be taken - I think there there could be an huge positive effect even from just getting the university community to think about work-life balance and how we treat one another.

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The release of this report is creating a crisis in confidence. This is not because change is not wanted or needed. It is because the proposed changes, despite the report's claims to the contrary, do not have the evidence behind them to support the contention that the proposed changes are the best ways to improve this great university. Indeed, there is a real risk perceived by many constituencies that they will seriously weaken this university. That regards the substance of the report. And because perception can also matter, I add the following. There is widespread perception among many stakeholders, which may or may not be valid, that, given the way the report was written and delivered, that the changes were proposed and then the research was funded to justify those changes, and not vice versa. This is particularly painful in a University setting, because this perception means that this report is antithetical to the University model of performing unbiased research to gain knowledge. P.S. As I was filling in this form (11/5), I learned that the deadline for reporting has been extended.

There is very little hard evidence or documentation for many of the findings listed in the report. This is unfortunate because it undermines confidence in both the findings and the changes proposed in the study.

It is not obvious as to how or why the 20 peer institutions were selected. Since they serve as the basis for comparison and justification for much of the recommendations, this is a rather important component of the report that is not discussed. For example, Duke and University of San Diego are both private and much smaller in terms of their number of students. Things brings into question many of the claims and recommendations made within the report justified by peer institutions.

I find the tight turnaround of the feedback period for a report of this magnitude and gravity highly disturbing.

First, I want to say what I enjoyed in this new proposal. I strongly agree with the idea of forming a School of Visual and Performing Arts. I believe having this at the university will help increase diversity at the university, and will also help to recruit top notch faculty from larger cities who might otherwise be hesitant to move to a college town. This is a fantastic idea. I think it will also increase revenue because of an increase in university programs the public might purchase. Now, I would like to address things I see as potentially problematic due to what I have seen at other institutions, and hopefully offer up ideas to compromise into a stronger position. I only have two areas here. The first of these is the centralization of undergraduate advising. I do have to say that some centralization of this is beneficial in that being able to switch programs would become a bit easier. What I have seen, having been the pre-med faculty advisor at my former institution, is that for STEM fields, the advising is very specific and a failure to do it correctly resulted in delayed graduation rates because of a knowledge of pre-requisite courses (and therefore centralization resulted in lower university ratings and problems with student retention). In centralized advising I saw all kinds of things, like advisors with liberal arts majors advising pre-meds to take all their math, chemistry and physics at the community college because it was easier--then the medical schools don't want those applicants! It was not good! I also saw that if you placed the advisors physically away from the students, they failed to make appointments. This was particularly true of minority and first gen students. A central advising, with "arms" into the departments makes more sense. The second, and last thing I want to comment on is the Biology department. I got my degree from Texas A&M, class of 85!. If the Biology department had not been in the college of science I would not have come here. I wanted to be a scientist. You may have recruitment problems of the very best students.. I came back to teach here one year ago, and what drew me to the department was both its great retention/graduation rates and its growth. With a retention rate of 95% and a solid graduation rate for 1st gen students of more than 80%, I believe that right now the program has a stellar retention rate! When I was interviewing they were able to tell me that Biology had a 57% growth over a 5 year period, compared to a 12% growth at the university overall. From what I'm seeing in faculty meetings, the recruitment of top notch biologists and obtaining of grants/publishing of papers, is on a similar meteoric rise. This seems to not be a great time to move, transfer, upset a system that is hitting a stride that is so productive and income producing for the university. Our department depends on interactions with Chemistry and Physics for research and in the coordination of student courses. A good example of this is, we can't set Biology make up exams at the same time as chem lab make up exams. That is one of DOZENS of problems that will arise if we are taken out of the college of science, which might result in student retention problems.. I understand the desire to have more co-ordination between the college of science and the college of agriculture, and I think we can do this with an institute that does not separate us from our colleges. I saw a model of this called The Beckman Institute at the University of Illinois--that let different groups from different colleges interact. It is possible. Thank you for considering my feedback, [REDACTED] Whoop!

Thanks for this investment in getting meaningful ideas to make TAMU better. It requires big changes to make big improvements. Do make the Institute of Biological and Life Sciences. The museum of natural history is a no-brainer. Combine the colleges, it's a good idea.

The development of the arts in this report is exciting, long overdue and has the potential to make a huge impact not only on the campus community but the community throughout the state and beyond. It is important that the school and center is created with specific feedback from the art areas that are involved. The potential in this report could make a lasting impact if, it is supported with appropriate funding and with input from the people who are currently representing the arts on campus and beyond. I look forward to the work ahead.

The writers of this report have some valuable observations and findings. However, many of their suggestions/recommendations that come out of the findings seem under-researched and display a lack of understanding of the university, the various roles of parts of the university, the history of the university, and the importance of human relationships between different offices (not just between faculty in different departments, but between faculty, IT

workers, administrative professionals, and human resource liaisons, for instance) in getting things done, retaining diverse and resourceful faculty, and effectively teaching students.

Although it makes sense from a cost and standardization perspective to centralize, there is a risk of losing the insights and personalization provided by a decentralized organization. Certainly, it is advisable to have standards to provide consistency to operations and processes, but that can be accomplished without consolidating into single large organizations where efficiency is sacrificed in the name of consistency. Mechanism can be put in place to organize efforts and provide uniformity so that there is standardization to processes and procedures, but retain the personal touch.

I am an urban/city planner by training and practice. One of the things that I preach to my students is “the process is as important—if not more important—than the plan itself”. The process should be inclusive, transparent, and should capture a comprehensive and in-depth understanding of the community/organization. This management plan has failed in terms of providing an objective and transparent process of collecting, assembling, and interpreting stakeholder input. It is clear that the process of collecting input has been anything but transparent or objective. The timeline and method of data collection have been anything but best practices. The resulting report thus fails to capture anything but the most superficial understanding of many of our academic and service units. The way it was rolled out—having already been vetted by Regents and upper administration, but not shared with deans and other unit leaders—gives testament to the kind of top-down leadership we can expect in the coming years, and represents the destruction of shared governance. Clearly, that is cause for concern from many stakeholder groups. Understanding that many of these recommendations have already been accepted and are already being implemented, the promise of legitimate input is weak at best.

Provided above

I am appreciative of the streamlining effort, particularly as far as administration goes. We have got to remedy a situation where the only actual career path ahead for faculty is ... administration. But I am concerned about the centralizing impetus as far as academic affairs are concerned.

Thank you for receiving our feedback regarding the MGT report. My only concern with the recommendations of the report had to do with the potential to expand its outsourcing models found in the Executive Summary on Page 5. I think that to say that TAMU "utilized successful outsourcing models" depends on your values. By "successful outsourcing", I am assuming the report is referring to values such as that the University maintain existing service levels while saving money. Yet I contend that our Aggie values demand more than that. It is my understanding that the savings from outsourcing these positions came from wage cuts and the elimination of health and retirement benefits that would not have occurred had these workers remained University employees. Now many of these lower wage Aggie workers count themselves among the working poor, living paycheck to paycheck for years without the ability to save for retirement or unforeseen crises. In that the outsourcing cuts target a workforce disproportionately low income and made of persons of color, it does not seem to be consistent with Texas A&M's commitment to diversity and inclusion. I am inviting this committee to consider raising this important issue, and I would like to see a closer look taken at the current situation of the often-unseen men and women whose daily work enables us to do ours. It should be the goal of the University to lift up all those associated with it. I am proud to work for Texas A&M. I am proud of who we are and who we strive to be. I am hopeful that together we can make a difference and provide leadership in this area.

It is not clear how survey results indicated these possible changes. That had an indication on possible areas for improvement but not these drastic changes in administration and operations.

Because the report, as written by MGT Consulting and Martin+Crumpton Group (M+CG), lacks any substantive cost benefit analysis or quantitative metrics, it is difficult to determine what the findings mean. It is hard to argue with bland mission statements and comments concerning perceptions. This is surprising as other freely available MGT Consulting group documents have metrics, quantitative data analysis, and extensive references and resources listed in their reports. This document lacks transparency, which was clearly an issue as highlighted by the faculty and staff responses in Appendix 1: Survey Analysis.

My perspectives on this report come from having been a faculty member since 2015, currently [REDACTED]. So much in this report aligns closely with the changes I have been working hard to make on this campus since I arrived. The success of these initiatives require that we leverage what we are already doing successfully as we make change. To sum up my feedback and recommendations I believe we should: • Build a new Performing Arts Center, with a mission that

emphasizes new and innovative works, that is highly responsive to the research and teaching needs of faculty, perhaps guided by the AVPA; • Form the College of Arts and Sciences, and establish the School of the Arts; • Within the School of the Arts hire new faculties to provide training in theater, dance, music, and visual arts, while also maintaining our existing strong programs in Dance Science, etc.; • Place the Department of Performance Studies in either the College of Arts and Sciences or the School of the Arts, and make it the home of interdisciplinary scholarship at Texas A&M University by locating the University Studies degree within it. In addition, the Department should develop an interdisciplinary humanities PhD program. For the vision articulated by this report to be successful, Texas A&M must evolve and remain at the forefront of artistic and scholarly practice. Doing so requires a commitment to creativity and innovation like that already found in the Department of Performance Studies.

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I hope that this process doesn't result in layoffs of the most vulnerable members of our campus. Universities in general are more and more exploiting highly educated individuals with the creation of all sorts of low wage positions. I hope the leadership has a plan to retain its talent and recognize the effort of its most vulnerable employees.

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In general, centralizing business operations and HR would be a big mistake and lead to an unresponsive bureaucracy designed for one-size-fits-all actions. Having positive working relationships between faculty and support staff is extremely important to helping us faculty be as successful as we can be. Moving those operations to some anonymous edifice will make everyone less efficient. Whatever gains are made from streamlining org charts and removing redundancies will be more than lost from converting to a DMV-style model of bureaucracy.

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" The College of Veterinary Medicine and Biomedical Sciences houses the Biomedical Sciences degree. Splitting the program between three colleges creates confusion for students about appropriate majors and creates barriers to changing majors which results in increased time to graduation." In my view, the problem is not with the barriers to changing majors or with the increased time to graduation, but with the fact that different programs have different standards. The academic rigor and evaluation standards are different and as a result the university is producing graduates that have different preparation. In my view, the academic standards of the Department of Biology are higher. As a result, we are better preparing students for the future. "There is also internal competition for resources such as faculty hires, facilities, grants, duplication of current faculty members areas of interest, which hinders the ability of faculty members to collaborate and contribute to advancing research and student success." This sentence is fallacious. It is true that there is internal competition for faculty hires and internal grants, but having distinct faculty working in related areas is a plus and, arguably, this fosters, not hinders internal collaboration. In addition, the existence of diverse faculty studying a related problem offers a wide variety of choices for training to both undergraduate and graduate students, which overall contributes to the health of the university. "Having heterogenous faculty split between colleges makes it difficult to create equal metrics for comparison. The university's biology program ranking is also inhibited because it is difficult to benchmark against other university programming." This is true. "Based on comments during the interviews, there is a perception that the current Department of Biology is underperforming and there would need to be a significant investment to bring the productivity to an acceptable level." The presence of this sentence and this sentence alone in the MGT review makes me think and question both the fairness and objectivity of the reviewers. Where are the metrics for comparison? How was this comparison made? Why wasn't the performance of the other Departments/Units not included? To me this sentence reveals the existence of an Elephant in the Room. It is clear that the MGT team was directed to include this sentence in the review. This comment is a torpedo directed at stopping the current upward trajectory of the Department of Biology and to stop the current efforts to grow the number of faculty in the department. "Most peer institutions do not have a stand-alone biology department, but universities do offer microbiology and other specialized biology programs. Cornell University shares the management of some biology programs between the College of Arts and Sciences and the College of Agriculture and Life Sciences." The fact that most peer institutions do not have a stand-alone biology department is not a reason to kill this one. "Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. This new Institute of Biological Life Sciences will be primarily housed in AgriLife but strongly connected with the College of Arts and Sciences, College of Veterinary Science, and TAMU-Health through courses, faculty, scholarship offerings, research grants, and laboratory facility use." In my opinion, the proposed solution does not address the problems outlined above - the fractalization of programs. The proposed housing of this new institute in Agrilife, as opposed to the College of Arts and Sciences confirms what I stated above: Reviewers were directed to write this review this way. Somebody in the upper administration has directed the MGT team to write this recommendation. In my opinion, whoever is named director or head of the proposed Institute was directly responsible for influencing the MGT review. Why not fusing ALL biologically oriented departments (including The Department of Biochemistry and

Biophysics), into one College? Why not create one College The Department of Microbiology, which would include all microbiology-oriented faculty from ALL departments on campus into one? This newly-formed department would have high National and International standards overnight. Why wasn't the existence of the Interdisciplinary programs ever mentioned? This is a MAJOR fault of the report. These interdisciplinary programs are leaching resources from other departments and are an ipso facto departments. Why wasn't the Department of Plant Pathology and Microbiology, not mentioned? Why wasn't the impact of these proposed solutions on Graduate Students ever mentioned? Why wasn't the structure of the new administration system ever mentioned? To me this review and recommendations, far from addressing pressing problems or proposing valuable solutions, is aimed at stealing resources that the Department of Biology has painfully acquired since its inception. The Department of Biology has pioneered the teaching of the many diverse areas of Biology that spans from Botany/Zoology to Genomics. The general area of Biology is attractive to a large number of undergraduate students who, while generally attracted to Biology, are still exploring their specific areas of specialization. In this way, the Department of Biology is an inclusive department. In my view, the only true aim of the proposed solution is the centralization and re-direction of the money that comes from federal grants towards Agrilife. This is a power move, and has nothing to do with solving real problems. "Moving the Department of Biology and the Biomedical Sciences Program into the new Institute of Biological Life Sciences will allow for easier collaboration for the biologically oriented faculty in the College of Agriculture and Life Sciences to collaborate with faculty throughout the university working toward similar interests." Not true. Collaborations are high now and the proposed solution will do nothing to improve that. "Eliminating duplication and combining resources will likely enhance the Institute's ability to move up in state and national rankings. Uniting resources in this way can boost academic and research efforts for all related academic units. Of note, there will need to be significant resources committed to facility renovation to ensure that the Institute faculty and students have the adequate infrastructure to succeed." I agree with these ideas, but not with the proposed implementation. In my opinion the MGT review has been directed to find what the upper administration wanted to be found and it is utterly unfair, and biased.

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I believe strongly that Biology belongs with the other departments in a new College of Arts and Sciences and I look forward to contributing the growth of the department, the college, and TAMU in general. Thank you for providing the opportunity to give feedback.

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I am seriously concerned about the lack of data and critical logic justifying proposals in the report. This report contains proposals without that are not supported by data driven arguments. No cost/benefit analyses for the proposed changes are presented. It is impossible to know how much money will be saved to justify the functional "quality" that may be lost. There is no detail of how any of our academic units will be made better by the proposed changes. This report is seriously deficient. Academic restructuring and all the different centralization plans should be carefully studied to determine if they are warranted and will improve our stature. Such careful study should include faculty.

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While looking for examples from outside, can we focus on ourselves? Does Texas A&M University have to be like other university, or should we keep what we are? If we do want to learn from our peer institutions, can we look at those are similar to us in terms of student enrollment numbers or better than us in national ranks?

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I am not one who get's too caught up in having thoughts about things beyond my control. So all of this seems reasonable. My only critique is that if folks are going to make recommendations about departments, it might be a good idea to understand that all departments are not homogenous. HLKN is a really large department but the report only focused on one program that overlapped with a relatively small department in health sciences. Sure, many of our programs and faculty would benefit from moving to health sciences as that fits their students and research. Sport Management has never really fit well in HLKN, or CEHD. If y'all are intent on realigning programs, and specifically HLKN, I would just like whomever is doing all of this to dig slightly deeper into our department and perhaps consider realigning our specific program (Sport Management) into a situation that would actually benefit our students and scholarship...rather than continuing to force a square peg into a round hole. Otherwise, cheers to sorting through however many thousands of these responses you may get. Thank you for your efforts and service to the university. Hopefully all your efforts produce the fruits that you and the uppers are hoping for :-)

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As mentioned already, with any change, delegating the right people to facilitate such major initiatives is critical. I cant stress this enough. Strong leadership is imperative. Look for talent within but also seek objective consultation and resources outside the university.

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I do not know anyone who was asked for input into this. It seems like there is a lot of new admin being created, which means higher costs and less resources directly for students. I am never in favor of more bureaucracy and think we should set expectations higher for the ones who are currently here.

I am not sure what academic realignment is and I am awfully worried about what I read in the report. The report starts with saying that things are decentralized at Texas A & M and they need to be centralized. Well, in the college of engineering, the president (who was then the dean of engineering) said the same exact thing and centralized many of the resources we have in the departments. Things have gotten worse over the last 6-7 years than what it was before she was the Dean. We had more resources for students, the cost of education for students was much lower and faculty also had more resources to help the students before. Now, what she is trying to do is to replicate this at the University level which is not definitely the right direction to go. To me, it seems like the President has already decided what she wants to do and using this whole process like a gimmick. When she was the dean, she never got input BEFORE making the key decisions and this is exactly what she is planning for the University also. I am very skeptical of the directions outlined in the report.

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In general, the report looks very oriented to centralizing everything with the potential of saving resources. However, there is no analysis of the possible costs of this centralization, and before proceeding into that direction, a more detailed analysis will be necessary to determine which steps are worth pursuing.

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Please send me an email if you read this to [REDACTED] via my email [REDACTED], and I pledge to alert everyone I know, students, faculty, administrators, the media, that I have evidence that our comments were actually read by a human being, and this exercise was more than an attempt to provide authority for changes that were going to be made regardless of input, and it was not just an attempt to divert the energy stakeholders from mounting protest against proposed changes. Of course, dear reader, you may not have authority or time to contact me with a short note. As they say "absence of proof is not proof of absence" and I will not assume that this survey has not been read simply because I receive no correspondence, and hope that you find some solace in the idea that your work reading, interpreting, and summarizing hundreds of angry, frightened survey responses is highly appreciated by me. If on the other hand, these comments are interpreted by artificial intelligence, I want to state for the record that I pledge my fidelity and allegiance to our future robot overlords.

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I have a lot of concerns with this report, the speed with which these implementations are being proposed, and complete disregard of actual opinion of the faculty given the limited amount of time that was given for feedback, and that recommendations align explicitly with what already has been set in place. I have the following comments: 1. The move of Department of Biology to Agrilife is extremely poorly justified (using just Cornell as an example, where the same Cornell separated Statistics and Computer Science into a separate college from Arts and Sciences, not to mention their biology is still primarily in Sciences). I know multiple faculty from the department seriously consider moving to another university if the change takes place not to mention the whole department morale has been extremely low. It will also be really bad for the College of Science as we teach those students anyway, and have established a lot of collaborations with the faculty and the students. I strongly oppose this recommendation. 2. The merge of Liberal Arts, Geosciences and Sciences is not justified very well. All other universities who have such colleges have them for historical reasons, and not because it's a good idea. The huge variation in salaries, tenure expectations, and culture between Liberal Arts and Sciences will undoubtedly create a lot of tension, not to mention the huge administrative structure that will be needed will likely generate more costly spending rather than savings. Furthermore, I am worried that donors that currently give money to College of Science for Science and who as Aggies associate their time at TAMU with old structure, will be more hesitant to give to the new college and we will lose those funds. Finally, College of Science has considerably more prestigious reputation at TAMU than Liberal Arts. I can see how merge with Geosciences makes sense in some way, but I am very concerned that merging with Liberal Arts will lead to creation of new "mediocre" college, and will negatively affect our ability to attract students, new faculty and National Academy members. Finally, the pouring of resources into Arts will mean most likely that the new College will be spending huge amount of funds there at the expense of funds for other Science department. We have not been given any assurance that this will not be the case. 3. Centralized undergraduate advising will be a disaster. There are too many nuisances associated with each program for anyone to know them all.

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In all, I support an initiative for reorganization and increased efficiency. But it should not come at the cost of destroying current successful Departments. In particular, I strongly disagree with moving the Department of Biology to the college of Agriculture. It belongs in the college of Science, where it is interlaced with other fundamental science disciplines.

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I believe that asserting that a department full of dedicated faculty, staff, and Aggies is underperforming with no data to back it up has damaged the morale of our faculty, students, and staff. I hope that these issues can be resolved and that we can go back to pushing hard towards our department's goal of being a truly stellar department in all areas (research, teaching, and service) and a department that Aggies can be proud of and celebrate our successes as part of the Texas



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The report does not carefully evaluate what are the cons of the recommendations. Some rationales were very hand-wavy and not convincing (nor containing data to back up the action items)

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On page 124, the report states that of the 50 land-grant institutions examined, 41 (the overwhelming majority!) are administered by a "Dean" and/or "Provost." The logic to make the TAMU Libraries a sub-unit of the proposed CAS does not make any sense. Actually, in my opinion, the agency that compiled this report did a very slipshod effort; as if they were looking for justifications for a predetermined outcome. Anyone with a modicum of understanding how research is supposed to work (e.g. practically all the faculty) will see this report for the hatchet job against the liberal arts that it is. Shame, shame, shame.

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When the department faculty submit a promotion/tenure recommendation, it is required to include short bio sketches of the writers of letters of recommendation. Inordinate time and attention is devoted to establishing their professional credentials to have an opinion on our assistant professors. In contrast, this report is unsigned, except by the name of the firm. Who are these people, and what qualifications do they have to tell university people how to run a university? Should we not know something about the authors' names and background? Of course, if they make a recommendation that we recognize as good, we should adopt it; but we must not feel obligated to adopt a change just because this report recommended it.

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My main concern is consolidation of academic advising. In my opinion it can be consolidated administratively, but it must be implemented and located locally and embedded locally.

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In general, I am wary of a more highly centralized academic and administrative structure. "One size fits all" does not work well for departments with widely varying missions and cultures.

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The overall theme of the report was that the university would benefit from more centralization. While the report is correct that there are benefits to centralization, it fails to acknowledge that there are benefits to decentralization as well. For example, decentralized advising has the benefit of giving students access to advisors with better specialized knowledge of their major field of study. Decentralized IT has the benefit of having more IT professionals familiar with the needs of their specific colleges and departments making crucial decisions. While centralization can save costs by eliminating duplication, it also creates bureaucracy and puts decisions in the hands of people with less knowledge about the needs of the specific individuals being served. In other words, there are tradeoffs to centralization and decentralization, but the report completely ignores this reality and pretends that centralization has only benefits and no drawbacks. Anyone with that view is almost surely going to make a lot of bad decisions. I urge you to carefully consider the tradeoffs at hand. Sometimes the tradeoffs favor centralization, but other times they do not. Please do not ignore this reality!

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I am concerned about the quality of the report. Compared to similar reports at other universities, there are very few data or other quantitative measurements, and the recommendations do not present the advantages and disadvantages of any of the suggested changes that President Banks would need to make her decisions.

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All-in-all, the recommendations in this report are bold and transformative, I believe in a very positive direction for TAMU should many be enacted. My central concern is with some recommendations for Academic Realignment. In particular, the rationale for the consolidation of biological sciences into a College of Agriculture is in my view meritless. In fact, I believe this would be transformational is an extremely negative direction for the life sciences, the sciences in general and for Texas A&M University as a whole. The justifications for such a recommendation appear groundless.

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I found this report appearing to be crafted to serve the interests of the three 'super colleges' (COALS, Engineering, Health Sciences), and then used to criticize the productivity and rankings of other smaller colleges and programs; all the while, proposing solutions that involve plundering and stripping those other colleges of their prime assets and dividing the spoils among those colleges with a higher position (vice-chancellor) of power. As faculty, we are always told that we are "afraid of change". To that, I counter that advocating change for the sake of change is the ideology of any new administration. Is there room for improvement? Of course. But, stripping assets that pay increasing annual dividends (and thus provide sustainable programming) for any given college, then telling them to boost their rankings solely through clinical service, graduate teaching and residual research endeavors, is a disastrous formula. Research arises from high quality faculty, recruited and retained as part of a broad and robust program (in the case of the CVMBS, that is biomedical sciences from undergraduate through graduate). Stripping that teaching mandate away robs the college of a robust program supporting faculty who do great research, provide excellent service, and teach world class courses while contributing to undergraduate, professional and graduate teaching.

Please collect and analyze more data about the results these changes could have before making drastic changes. Thank you!

The report gives a negative view of diversity initiatives in general and those that have taken place on campus. This is potentially driven by the fact that almost 17,000 former students were involved in the creation of the report and fewer than 2,000 current students were involved. The repositioning of the Office for Diversity is concerning, as it appears the leader of that unit will have less independence and fewer programs than in the past. It also appears that the office will be focused on student support going forward, whereas this office has previously led (and been successful in) faculty recruitment and retention initiatives. There is a lot of evidence showing that the best way to increase the diversity of your student body is to increase your representation of diverse perspective and backgrounds among the faculty. When I was offered a job at Texas A&M I mentioned this to one of the undergraduates that worked with me in the lab. This student was from Sugarland, TX but chose to go to a flagship public school out of state. I told them about getting the job and their response was "Oh. Texas A&M?" This was a somewhat surprising response that I questioned further and they noted that they were hesitant to say what immediately comes to mind. I of course asked what. The response of this student (again, who is from Texas) was only one word: "Racist". Admittedly, I was shocked, and when I moved here I had hoped that their assessment was untrue. Unfortunately, having spent several years here now (the better part of a decade), while I think that single word description is perhaps unfounded, I see where they were coming from. In the past year, I saw great positive movements from the student community in hopes of making Texas A&M a more welcoming and inclusive place. However, the response in this report makes me concerned about the institution moving forward, and suggests that it is not a priority. When I look at marketing materials I regularly see the Yell Leaders, Rev's Handler and the Corps as the most commonly used images. I recognize that these are key traditions. But they also portray the university as being a bastion of white male-ness (though Rev has had two female handlers, and we now have our first Hispanic Yell-leader, these are exceptions, not the norm). This can feel unwelcoming to students from diverse under-represented backgrounds. The discussion of reaching out to those communities is important. But this has to happen at all levels, and if those potential students don't see themselves as a key and valued voice to the TAMU community, if they don't see TAMU as a welcoming environment, will they come? I teach a large introductory course, often upwards of 225 students. There is beautiful diversity in that room in terms of racial and ethnic background as well as personal experience and belief. But the university is not doing enough to nurture that and there has not been enough meaningful work on campus to make our spaces more welcoming and nurturing. Instead, it seems that the views of former students are being heavily weighed and traditions (which again, I recognize are important) are being weighed in favor of forward progress and advancing A&M.

I think there are some good things in this report but my impression is that instead of a well thought out plan of implementation, a bulldozer is going to come in and mow everything down and then try to rebuild. The disruption to campus, after just having come through the disruption of COVID and the mental health of faculty and staff right screams move ahead cautiously.

One of my main concerns is whether and how any proposed changes can be made with the least disruption possible, and in such a way that the result is truly positive for the university. For instance, SRS being centralized was probably overall effective, but for some departments like math, it is often incredibly frustrating to work with them instead of an in-house grants person. Another example is when we switched to WorkDay. This has been a giant source of anguish for our staff to deal with, and still has not yet become easy in any way.

PLEASE, do not merge BIOLOGY with Agriculture!!!!

I felt that the original survey was looking to support a personalized agenda already being set in motion, such as that represented in the Nov 4, 2021 Dilbert Comic. There is a difference between being forward thinking and becoming a laughingstock of your peers. Unfortunately several elements of the report, particularly the marginalization of all colleges except Engineering and Health Sciences will do more to hurt Texas A&M than help it's reputation and recruitment.

I do not agree that the student advising should be centralized. It would make it harder for advisors to address the unique challenges students face in each department. The relationship between the student and the advisors would become less personal, which is a significant loss at a large university, where it is easy to "get lost in the crowd". The shortcomings of the distributed advising should be addressed by clarifying the responsibilities of the departmental advisors. Obviously, these responsibilities should include those related to the department, but they should also include responsibilities related to cross-departmental activities, such as helping a student change majors. A compromise might include a very

small unit dedicated to expediting such cross-departmental needs.

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Thanks for the report, very insightful about the role of universities in the 21st century.

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A lot of these changes are potentially good ideas, but the process has created multiple roadblocks to achieving successful outcomes. The people who would be needed to make these changes (leadership, faculty, staff) feel a lack of transparency and a lack of trust in university leadership. This could have been a very engaging process, where we re-envision the university structure as a group to work toward a better future. Instead, it is coming across as a top-down mandate based on a shoddily prepared report, no evidence, and no input from experts.

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This MGT report is demoralizing on many aspects. Several recommendations seem to fulfill the personal agenda of a few, and do not consider how this could negatively impact the life of thousands of students and tens-to-hundreds of faculty. It would set TAMU on a wrong trajectory especially in the field of life sciences, including through the exodus of tens of talented faculty campus-wide.

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While I agree in principle with many of the suggestions in the report, there is no denying that it lacks data. It appears to rely upon unsubstantiated rumors and innuendo instead of being data driven. There are falsehoods and contradictions throughout, and a general lack of accountability in the sense that many of the "findings" were in fact problems created by former provosts, vice-chancellors and presidents, and now current faculty will pay a price for those short-sighted decisions. I, like many of my colleagues, view the report as contrived to justify decisions already made. For this reason, it is hard not to be cynical about the motivations and outcomes. That said, if sufficient money and effort are applied I believe the university could be improved by this plan.

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I am curious about who the consulting group talked with. Their surveys are highly suspect because of the low participation and the time period in which they were administered (many people were upset because of COVID, and the presidential election. Respondents were likely to lash out about anything put in front of them). While some may express concern that the review cost \$600,000, I am curious as to why it was so low for a job so large? It's evident that they didn't capture all the complexities of Texas A&M University, and many recommendations seem to be recycled from the AgriLife review. I support many, in fact, most of these proposed changes, but there are some that need additional vetting or they will drag down all the good actions that could occur. The ultimate success of this university will be in how the changes are implemented.

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MGT seems to want to centralize many functions, and doing this across many/multiple functions at the same time or too quickly greatly increases the risk of negative outcomes. Pick a few areas/proposals for centralization only, strategically, and in the areas where we can obtain admin/faculty/staff consensus that offer the highest potential for outsized gains.

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I was pleasantly surprised by this report. I think many of these proposed changes are required. My final feedback for President Banks is that most of the people who are in administrative positions at this university (Deans, Ex. Assoc Deans, Dept Heads) only have their own interests at heart. They are NOT acting in the interest of Texans, the students, and least of all, the faculty. They are arrogant, drunk on power, ineffective, and not willing to learn about the land grant mission or engage in actual productive conversations. They are busy getting puff pieces written about themselves in every media outlet available to them. Their job is to serve, not to bask in glory they did nothing to help earn. Hold them accountable.

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The overall idea of centralization proposed in the report is generally reasonable. It is the specific implementation which worries me. I have seen both good and bad examples of centralization. As a good example I would like to point at IT services centralization which was done recently in the College of Science. I consider it highly successful because it solved the problem of several bottle necks, without actually disturbing any current services. Faculty did not even notice the change but the department received new (additional) and highly professional services from the college and new resources. I can only hope that the centralizations proposed in the MGT report will be as successful.

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The number of factual errors and lack of quantitative justifications in the report is troubling. It has also become clear that individuals from some colleges who are involved in administering and conducting the teaching and research missions of the university were not interviewed nor were any of the relevant data requested.

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1. I was shocked by the fact that report makes almost no mention of research – what does this suggest for the future of this university as an R1/AAU institution. The report seems to entirely ignore this huge part of who we are as an institution. 2. I worry that the framing of diversity initiatives in this report is a HUGE step back for the university. I worry that the fact that the sample was so heavily weighted towards former students led to an inaccurate perception of how current & prospective students feel (let alone faculty who were recruited here with the promise of a different vision). 3. I am very concerned about the proposal to centralize advising. I currently serve as the associate head of undergraduate

studies in my department, I simply cannot imagine doing my job without “in house” advisors who know the ins and outs of our curriculum, the needs of our students, the implications of changes proposed by faculty, etc. I believe this change would ultimately hurt students by creating a host of new problems by trying to fix one specific problem. I agree it should be easier for students to change majors, but perhaps there can be a larger team of generalist advisors without sacrificing the benefits of having specialized advisors. Our advisors are the biggest sense of continuity for our students. The faculty teaching their classes change every semester, our 4 advisors stay with them the whole time. I think centralizing hurts retention of students and retention of advisors. I know all 4 of the advisors I work with are very concerned about losing the best part of their job: forging real connections with students.

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I am concerned that the changes recommended in the report are so large and so many and that rushing to implement them will mean it will not go smoothly. Retention and recruitment of the best faculty and staff and students is at risk.

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The MGT Report sets a bold agenda for reorganizing almost every aspect of Texas A&M University. It's an ambitious plan, and many aspects of it have some merit. Nevertheless, it suffers from serious methodological and theoretical flaws that need to be considered before any final plans are implemented.

**General Impressions** While I would like to give this report a more thorough critique, faculty have only been given two weeks to respond. Aside from not being enough time to carefully consider all of the proposals' ramifications, the timing is suspicious, with the report being released to faculty during one of the busiest times of the semester. Perhaps this was simply coincidental, but it feels as though the plan is *fait accompli* and that our input is merely for form's sake. This is particularly unfortunate given that some of the stronger recommendations in the report are those that would strengthen shared governance. For instance, the report correctly points out that Academic Professional Track (APT) faculty are not proportionally represented on the Faculty Senate. Similarly, the report points to a lack of professional development opportunities, a problem that is system-wide but that is felt more acutely by APT faculty. These are issues that do need to be prioritized. Sadly, the MGT Report doesn't really give many concrete recommendations for how these deficiencies are to be addressed. Instead, we are left to infer that these will fall under the responsibilities of the new VP for Faculty Affairs. That's fine as far as it goes, but the way this plan is being railroaded through makes the report's calls for strengthening governance ring a bit hollow, especially when contrasted in all the ways, implicitly and explicitly, that the report calls for giving greater power to the President. Finally, the report states that, "[g]iven the ever-changing landscape of expectations for teaching, research, and service, it is of particular importance to provide faculty a platform through which they can voice concerns and engage in discourse with senior administration." This is perhaps the most ironic statement in the report given that the "ever-changing landscape" is due almost entirely to the constant change in senior administration. Absolutely nothing in the report addresses how senior administration can be stabilized, something that would make the landscape faculty have to navigate far more stable.

**Shared governance indeed!**

**Diversity and Inclusion** One of the most disappointing failures of the report is its recommendations about improving diversity, equity, and inclusion (DEI) at the university. The report is absolutely correct that Texas A&M suffers from a seriously bad reputation on DEI issues. While there have been some improvements, these have not been uniform across the university, and the fact that our demographics still do not mirror the demographics of Texas, or the United States for that matter, despite decades of at least nominal effort by administration demonstrates that we still have a long way to go. In short, this problem is nothing new. This makes the perfunctory recommendations in the MGT report to improve DEI issues on campus even more egregious. Yes, of course we need to improve our recruitment efforts. We've been saying that for decades. However, creating a new position to focus on recruitment won't move the needle significantly if we don't also address the serious problems we have with the climate at Texas A&M. It's unconscionable that the MGT Report didn't address climate at all, not even acknowledging that the university recently did an in-depth analysis of climate, with specific recommendations, not one of which is so much as mentioned by MGT. Finally, I have nothing against creating an administrative unit at Texas A&M that focuses on DEI issues. Indeed, I would wholeheartedly endorse such a recommendation. Nevertheless, MGT's rationale for moving such an office out from under the Provost is unsettling given their claim that "[t]here is a need to condense and focus the Provost's office to elevate the profile of teaching and learning within the auspices of Academic Affairs." While it can be argued that DEI issues affect far more than just teaching and learning, it cannot be argued that DEI is not integral to teaching and learning. There's a misalignment of reasoning here that is disconcerting to say the least.

**Flawed Guiding Assumptions** While I applaud MGT on much of the work they've done, it's clear that they were given an overriding mandate to focus on administrative efficiency. I don't think any faculty would seriously argue that administrative bloat is a good thing. Similarly, faculty across the system would love to see money currently being wasted in administrative inefficiencies be returned to departments and to students. Nevertheless, the MGT consultants, whether by mandate or by oversight, have operated under the false assumption that administrative efficiency is necessarily cost-free and, in all

cases, "good." This is glaringly apparent in their recommendations for revamping student advising, consolidating liberal arts and sciences, and restructuring life science programs. Student Advising There can be no doubt that there is room for improvement when it comes to undergraduate academic advising, and the MGT Report raises many reasonable concerns. For instance, it correctly points out that advising positions vary widely in terms of training, duties, pay, etc. Its points about easier onboarding of academic advisors are also well made. That said, the overriding justification for consolidating all advising on campus is that it would make it easier for students to change majors. This is deeply problematic. First, it's not obvious that changing majors more easily is necessarily desirable. Indeed, it could be argued that there should be a relatively high transaction cost to changing majors. That cost shouldn't be insurmountable, but having some barriers reduces impulsive decisions and provides opportunities for student issues to be addressed within departments. Second, the report fails to consider the tradeoffs of consolidating student academic advising. For instance, individual undergraduate programs can be complicated to navigate. Students moving through, say, a meteorology degree face very different challenges and choices than a student pursuing a degree in education. Decentralized advising may make it harder for students to change majors, but it also provides rich local knowledge of individual programs, classes, professors, research opportunities, etc., knowledge that would be lost through centralization. The MGT report doesn't address these issues because, again, it is assuming that administrative efficiency has no tradeoffs. It's alarming that no one seems to have asked the question if making it easier to change majors is more important than making it easier for students to navigate the majors they're in.

Consolidation of Liberal Arts and Sciences There are parts of this plan I find interesting, perhaps even promising. Nevertheless, MGT is naive about the dynamics of humanities and sciences and justifies its proposal to unite the two with faulty reasoning. For instance, the report emphasizes that a combined College of Liberal Arts and Sciences would be one of the largest colleges on campus. First, why is that seen as an inherent good? Bigger is not automatically better. If it were better, then why not just combine even more colleges? Wouldn't that be better still? Of course not. It's a specious argument. It's also disingenuous given that many of the degrees and students it counts in the combined college structure are, elsewhere in the report, going to disappear as the Department of Biology is moved to AgriLife. Second, the report asserts that placing the humanities in the same college as the sciences will elevate the status and resources of the humanities. This is a bold assertion without an ounce of evidence that will actually be the case aside from some cherry-picked examples of the arrangement working at other institutions. STEAM is an attractive idea, but given the historical animosity between the humanities and the sciences, there's every reason to doubt that liberal arts will have more leverage once subsumed into a STEM college than they have on their own. Third, the report goes into depth about the advantages to (some) humanities majors of being in a STEM system. For instance, it talks about theater students learning construction techniques and fine arts students learning design technologies and studio tools. Again, this is an egregiously specious argument, not least because none of the departments proposed to fall under the new college actually have any expertise in either of those domains. Expertise in building is concentrated in engineering, while much of the expertise in design technologies fall under architecture. Finally, I have grave concerns about tenure and promotion in the proposed, combined college. Faculty in the sciences and the humanities have very different professional expectations, duties, measures of success, etc. The tenure and promotion process is fraught as it is without throwing disciplinary misunderstandings into the mix.

Journalism Program I agree with the report's recommendation that Texas A&M could benefit from having a strong journalism program. Nevertheless, I find it ironic that we need to be advocating for a department that the university very carefully and deliberately dismantled over a decade ago. We would not be in this position, now, if other administrations hadn't gutted a successful program then. At the same time, I find it strange to justify the need for a strong journalism program on the grounds that "students and the public gain a comprehensive understanding of journalistic terms, processes, and transparency practices." It sounds good, but it's meaningless given that relatively few students are likely to actually take any journalism classes.

Institute of Biological Sciences The call for the biomedical sciences program to be combined with the department of biology under AgriLife is, perhaps, the most ludicrous part of the whole report. However, it neatly demonstrates the folly of prioritizing administrative efficiency above everything else. Let's begin by questioning why the life sciences are being singled out for this singular "honor." Throwing biology and biomedical sciences together on the basis that they are both life sciences makes about as much sense as combining psychology and political science on the basis that they both use statistics. Yes, there is nominal overlap in some of the courses that biology and biomedical sciences majors take. However, the same can be said of biochemistry majors and chemical engineers, yet no one would seriously suggest that would be an academic pairing that makes sense. One of the things that makes the biomedical sciences program so strong is that foundational courses within the major are taught by professors with clinical backgrounds. Sure, a biology professor teaching anatomy and physiology is covering much of the

same material as a professor teaching those courses in CVMBS. However, they are approaching the subject from fundamentally different angles. BIMS students need a clinical perspective because that's their career trajectory. Placing them under biology professors will seriously undermine their success. Of course, combining BIMS and biology creates huge inefficiencies that will not be offset by bureaucratic savings. Currently, many of the professors teaching courses in the vet school are the same professors teaching BIMS majors. Removing BIMS from CVMBS, then, will require hiring new faculty and creating new facilities to teach what students are already being taught in spaces that were created specifically with them in mind. This makes no sense whatsoever. At the same time, the report rather callously declares that the Department of Biology is underperforming. Setting aside, for a moment, the problem that asserting this based on gossip without providing any metrics to back it up is completely unprofessional and vindictive, if it were true that the Department of Biology is underperforming, how in the world will placing even more teaching burdens on biology faculty, making them responsible for BIMS courses, going to help? The short answer is that it's not. What is being proposed, then, is to duplicate faculty and to create new, duplicate facilities in order to give undergraduate BIMS majors a poorer experience at great expense. There is simply no way that is offset by lower administrative costs. The other rationales for this juggling act are even more preposterous. For instance, the report states that "having heterogenous faculty split between colleges makes it difficult to create equal metrics for comparison." However, that's the nature of academia. Universities are split into colleges. Faculty are, of necessity, heterogenous. Comparisons between them are always difficult. Absolutely nothing about this proposal changes those fundamental facts. Yes, more life science faculty will fall under the same college, but the university is still left with the problem of creating metrics to compare faculty across colleges, disciplines, department, etc. The report also goes to great pains to justify shuffling biology-related programs around the university on the basis of making it easier for undergraduates to change majors. However, it only makes it easier for students who decide to change from one life science major to another. That presumes that most students who change majors stick to life sciences. I see absolutely no numbers to justify that assumption. Having all undergraduate life science majors housed within AgriLife doesn't make it easier for students to change from, say, microbiology to psychology or from biochemistry to biomedical engineering. At the end of the day, the distinctions here are utterly arbitrary and ill-conceived. I would also question the report's assertion that a major stumbling block for collaborative research on campus is because of competition between faculty for resources. Most research funding comes from outside sources. Faculty aren't competing with other faculty at Texas A&M so much as they're competing with researchers from across the country or even across the globe. Furthermore, the report states, rather oddly, that "There is...duplication of current faculty members areas of interest, which hinders the ability of faculty members to collaborate and contribute to advancing research and student success." This is nonsensical. At the heart of any collaboration is overlap in interest between scholars. If anything, then, this situation facilitates rather than hinders the ability of faculty to collaborate, thus increasing their ability to meaningfully contribute to advancing their fields. Finally, the report rather confusingly suggests that another rationale for moving BIMS to AgriLife will allow CVMBS to turn its attention to building a new small animal clinic. However, CVMBS has been hankering to update its small animal facilities for a long time, now, and not once has anyone in the college argued that they'd be able to do so only if they didn't have undergraduates to teach. The two have absolutely nothing to do with one another. Similarly, the report then goes on to suggest that AgriLife has a wealth of expertise relevant to small animal research. That's undoubtedly true, but why mention it unless there's some movement underway to combine CVMBS with AgriLife? Again, the combinations being proposed show that MGT really has no understanding of what it was analyzing.

The report glorifies centralization. While some centralization is sometimes good, there are also a lot of ills with centralization. Based on this report, centralization solves all problems. We need to be very careful about this type of thinking. Sometimes decentralization is much better because it allows more specialized attention to different issues. A clear example is the recent move to split OGAPS into two – one that deals with undergraduate students and the other that deals with graduate students. The needs of these two groups are quite different and, thus, require different organizational structure to address these needs. Therefore, in very general terms – please be aware that centralization is not always good and sometimes really end up detrimental (think of Soviet Union type of system). The report does not address the current feelings over racial representation on campus. While it talks about recruitment, this is not effective if current issues are not addressed. Way too often students of color do not feel welcome on our campus and are faced with symbols of their oppression right here on our campus. This should not happen. If TAMU would address that, then the diversity recruitment both at student and faculty level would improve as well. I think the suggestion that Faculty Senate should mirror the tenure demographics in the university is a great one (I found it in the beginning summary of the report, but did not find it in any particular parts of the report). Outsourcing services – the main issue with

outsourcing services is the loss of control of how the workers are paid and treated. As a respected University, we should not tolerate taking advantage of low-paid workers to the extent that it does not allow those workers to lead a normal life. There should be no need for projects like Reach project on TAMU campus (<https://www.agsreach.org/>) and being careful about outsourcing can help to ensure that.

I would urge focusing on the big picture (4 equally-balanced pillars and opportunities for strategic leadership and coordination in each pillar) and being more flexible on the details. The MGT folks had a good high-level vision for the university, but may have overreached with some of their detailed recommendations. Don't let (justified) pushback on the details stand in the way of the big picture!

My largest concerns are obviously a bit selfish given that I am APT faculty in liberal arts and highly susceptible to job loss. Currently, I earn less money teaching here than I did as a high school teacher. Some of this is due to my discipline's low salary scales at the national level, yet some of it is due to inequities across faculty job lines. Many of the proposed changes in this report make me fearful of my future here and I absolutely love my job. I am an Aggie - first generation high school graduate who transferred into A&M as an undergraduate. I struggled here, but I made it and went on to be successful in graduate school. I stay here because I want to give back to the place that changed the course of my life in many ways. However, I am very nervous about the fact that most of the changes proposed in this report affect our core curriculum colleges; there is no mention of reducing any services/programs/etc in the college of engineering. Although I am not an engineer, I do teach future engineers how to think critically and write coherently. I hope that whatever changes are made will take into consideration the important role of undergraduate faculty who exclusively teach our introductory core courses.

Given the scope of Academic changes suggested in the document, it might be time to take the appropriate time internally to enable a diverse committee to evaluate our existing models for the distribution of funds – particularly those from tuition dollars and from F&A funds received. In order to expand multi- and interdisciplinary work, and add flexibility in degree offerings, changes may be necessary. Emphasis on a small number of pillars is a good approach. • Suggest that AgriLife Pillar be renamed as Agriculture or at least reflect the College of Agriculture and Life Sciences as the academic anchor it is. The various agencies are collectively organized under the AgriLife umbrella. ☐ Rationale: This pillar is anchored by the College of Agriculture and Life Sciences and reflects Texas A&M's history in Agriculture, as well as its important stature in current sciences / industries related to basic in the food, fiber, shelter, natural resources domains. Far more than just food ☐ AgriLife unites all of the agencies associated with TAM's agricultural experiment station that each have their own missions, but are united in their important role in sustaining life • Consider an additional pillar (or crosscutting beam(s) or gable(s) that unite the pillars) that emphasizes emerging and interdisciplinary & multidisciplinary efforts o Rationale: A negative aspect of decentralization is that the lack of consistent approaches for funds resulting from tuition or F&A funds can disincentivize interdisciplinary and multidisciplinary initiatives. o Solution – Implement a well-thought out model that enables and supports multidisciplinary activities

Re: process - There seems to be some lack of transparency in process, and also inequitable input by different units. The lack of input from faculty, in general, and content experts particularly is surprising. The method of data collection, inferences made based on data collected, and interventions proposed are, at best, unscientific. That the majority of survey respondents were alumni has certainly led to different responses than would be obtained from current students, staff, and faculty. This biased process raises real questions about the reliability and validity of the information that serves as the basis of the report. There is also clear misalignment between the reported data and suggested implementation. As a top research institution, that we would rely on such an unscientific process to gather data upon which to intervene is disappointing. I hope that all future implementation efforts will leverage the considerable expertise among the faculty (e.g., in organizational research, survey construction, data collection, implementation science, intervention science). Re: other sections - Executive Summary - There is comment about recent outsourcing of service jobs being successful alongside a suggestion to engage in further outsourcing. While previous outsourcing may be seen as successful in that the university saved money, it also resulted in the cutting of hours, loss of benefits, and serious harms to campus climate. Such outsourcing systematically affects people of color who serve essential roles on campus. Again, in relationship to the troubled history and current climate, I would hate to see the university move further in this direction. As mentioned above, I think efforts to better serve Texans and our local community will need to involve self-examination of our valuing of the people who work in these essential service roles.

I worry that many of these ideas sound good in the abstract, but when it comes to implementation that faculty will be left out of the decision making process. I worry that combining Liberal Arts, Science, and Geo-Science will mean that

entire departments will be eliminated. How do we know how to judge the ideas if we don't know how they'd be implemented?

The report lacks data to support claims, it does not do a cost benefit analysis, and certain areas, including Biology, seemed to have been unfairly targeted for reasons that are not apparent. I don't think anyone in Biology was interviewed or asked for data. How can major changes be recommended based on a perception, which by the way is not correct. This is unprofessional, and dangerous. I certainly hope that our feedback is accurately reported to President Banks and that she takes the time needed to investigate some of the inaccuracies in the report, and considers both benefits and problems in making any of the recommended changes, before making any decisions. Even this survey is problematic. We were told we could revise anytime until the deadline, but that is not the case. I had to request a new link from the Provost's office to revise. It is also not clear that hitting the arrow below ends and submits the survey.

The idea that this report was based on a "listening" period and consulted all constituents is baffling--the people who were NOT consulted is stunning. Equally baffling is how the transition to any new structure advocated in this report is going to happen, in particular given the lack of understanding of the history behind why some of the suggested changes were not made in the past (Journalism, for example, or music and performing arts programs). Staff and non-track faculty are particularly concerned about merging with other units given the hard-fought battles to define their positions and roles within the university. Departments are concerned that years of work establishing metrics and assessment tools for specific disciplines will be lost in mergers no one asked for. Most of the faculty, staff, and students I have been listening to are perceiving this plan not as a great chance to build exciting new programs and connections, but as a series of cost-saving measures.

Without faculty buy-in for most of the initiatives in Faculty, Academic Realignment and Student Affairs it is hard to seem initiatives working out very well. With the range of programs, majors, degree options, etc. a centralized (there's that word again) advising system is folly.

"Nearly 16,500 former students provided usable responses to their survey. Survey responses were grouped by graduation decade. Based on the decade graduated, between 38 and 52 percent responded that they were satisfied with the transparency and communication received from previous TAMU administrations." This seems very low, again demonstrating the top down administration of TAMU. "Finally, faculty and staff rated the importance of various elements of the comprehensive review. More than half of all respondents deemed every element either important or very important, and several elements were rated highly by 75 percent or more of faculty and staff respondents, including: 1) Financial stability (91 percent); 2) Flexibility and adaptability (89 percent); 3) Efficiency and continuous improvement (87 percent); 3) Supporting faculty research and scholarly activities (81 percent); 4) Facility management (78 percent)." Seems very good. Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens." We do this in Rudder first floor and the TAMU Archives now. Last thing we need is a new performing arts center when Rudder theater and auditorium sit vacant most of the time. This type of student will go to UT or Rice, perhaps UH in this state. We never will be able to compete with UCLA, NYU, or UT in these fields, and we already have a Performing Arts Dept. Recommendation #5: Invest in a voluntary phased separation (VSP) program for eligible tenured faculty members. Have one in CLA. So, why don't more of our senior professors retire? Well, many love their jobs, and in CLA if they retire then their salary goes back to the Dean and doesn't stay in the Department. Retirees basically are shafting their department. At excellent universities each department is known for some strengths which are maintained for decades, not here. Finally, why does this questionnaire ask about the Provost's Office and not the President's Office? This sure does send a message--she doesn't care what we think.

I am new to academia and am instead accustomed to major corporate changes that involve staffing and resources. Those changes sometimes work well but also can become embarrassing failures. The speed of this project is bypassing serious input from faculty and any input from departments. This seems to be a waste of resources since our campus has people here who have deep expertise in these areas.

Please keep in mind that there is a HUGE conflict of interest between upper administrators (expected to be in a job for a few years then they are expected to move on) and the interests of staff/faculty that expect to be here for one or more decades. In my experience, this conflict of interest causes faculty and staff to wonder how much of any proposed change really fixes problems and how much is to "show that something is being done" for the advancement of one administrator or the other. It also seems to affect how receptive to feedback upper administration seems to be sometimes. Sometimes (not always!) the adage "If it ain't broke, don't fix it" applies and faculty/staff observe administrators "fixing" away to their benefit and everyone else's detriment. There are examples at TAMU of "fixes" that



took a decade or more to recover from (in the eyes of some) - Research Foundation to SRS, for example. There should be sufficient collection of feedback from the affected communities (students, staff, faculty, etc) to validate that something is actually a problem. Then - and only then - should changes be implemented. Those changes should be carefully considered. This is a good first step, but the process should continue throughout any change. Administration would do well to consider the effects of numerous and rapid change on organizational morale. The impacts of COVID-19 and economic downturn have impacted the university recently in a variety of ways that seriously altered how business is done here compared to 10+ years ago. In some colleges, there have been numerous changes implemented in that same time period. I feel like I am watching morale plummet here at the staff and faculty levels. Maybe there are five things that do need to change around here, but do they all need to happen at once? Can they be staggered? Will administration communicate with the community about priorities (first we should fix X, then we should fix Y, Z can wait a decade)? Does administration have a plan to EFFECTIVELY communicate with the university community to ensure that the members of the organization feel listened to and valued? The university has expanded in size greatly. The system is straining. Sometimes it feels like we are on a runaway train. Has administration considered if there is a need to take a breather, put a hold on growth, reset how business get done around here, and reach a new equilibrium before MORE massive change? Every suggested change could, in theory, be good for TAMU. However, people are people and if morale plummets the changes that look good on paper will not necessarily turn out as expected.

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Rapid change is usually failed change. Change decisions are not implemented effectively when they are hasty or when those affected are not deeply involved in the planning. TAMU has been rising in the ranks of universities at a significant pace. A failed reorganization will drop it, its image, and its recruiting ability rapidly. No doubt, change will occur. The question will be whether it is the intended change or not and whether the unintended consequences add value or do damage. Have unintended consequences been systematically examined as part of the risk assessment of the change decisions? For example, changes will cost many people their jobs, mostly staff, but also some faculty. What provision will be made to help them relocate within the TAMU system? What is the risk to university recruiting if a negative image emerges from terminations without support? Faculty with expertise in organizational change should be directly involved in the planning process, such as: [REDACTED], higher education [REDACTED], communication and leadership [REDACTED], management [REDACTED], management [REDACTED], the learning organization [REDACTED], organizational psychology Relying on the MGT team to guide decisions will be inadequate. Their report and their website do not make a convincing case that they have rich experience with change initiatives of this broad scope or higher education experience rich enough for interpreting survey and interview findings or weaving those into a coherent plan. Last week's meeting of the Faculty Senate with 500 people attending articulated a few key points and concerns, however, the urgency of having a strong and articulate voice seemed to be missing. Today's department meeting had a similar tone. There may be multiple reasons for the lack of energy, such as indifference to changes that do not seem to directly impact a faculty member, failure to grasp the full extent of the proposed plan, hopelessness in feeling they have no real voice in the process, or ignorance of the nature of large system change. Complacency and indirect resistance typically emerge in situations where employees bring such attitudes to a major change initiative. The faculty senate and department leaders seem to be similarly handicapped. The scope of the proposed change is immense. Few published cases exist in the literature of university reorganization at this scale. Therefore, judicious use of campus expertise, thoughtful communication of plans to campus members, and careful judgements about pace of change will be essential for generating an overall successful transformation.

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Don't centralize academic advising. I don't think that will improve time to degree.

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The findings of this report are highly questionable, speculative. I don't know if the hire company has interviewed the current faculties and how many of them they have interviewed. Without listening to the faculties, this report could point to the opposite direction and inflict tremendous loss to the university.

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I want to say that I agree with the concerns raised about Diversity initiatives from former students. Many faculty in my department are upset about diversity initiatives being questioned, but I feel like the university has been divided into first and second-class citizens for some time, the diverse and the non-diverse. I have seen cases of hiring faculty by simply not considering applications from non-diverse faculty, so that a diverse faculty member is then hired. This happens with the ACES program, and it has happened with the provost's initiative. I've seen people excluded from consideration for jobs simply for being white, and it makes me feel sick to think about this abject racism taking place in our university. The focus on diversity has also detracted from the now defunct goal of Vision 2020 of creating a culture of excellence. It doesn't seem like we care about excellence because all we care about is diversity. Thank you for listening and

responding to these concerns.

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The report, like anything proposed sweeping change, is a mixed bag in my opinion. With some of the areas, like the museums and performing arts, they identified items that can be improved and offered good suggestions to correct them. In other areas, they identified areas that needed improving, like IT or Business Admin redundancies, but offered counter-productive advice on how to correct them. In other areas, they seemed to propose changing things just to change them, like the College of Arts and Science. I suspect nobody in any of the colleges they propose combining is thrilled by the idea. In all, the spirit of this assessment is positive. I like the idea of being willing to ask hard questions and to take bold steps if it will help the university. I am not particularly happy with the way that this was undertaken. I heard of the assessment as a rumor a few days before it was announced by the president. The whole assessment certainly did not embody a spirit of transparency and honesty, and it felt very at odds with the rhetoric that followed it. It also seems apparent that the people doing the assessment did not do their homework, they seem to just point to what other Universities are doing and then suggest that it might work here. A particularly glaring example was the recommendation of a natural history museum for the area; this is something we already have. If they couldn't be bothered to simply google 'College Station Museums', then how much of the rest of their assessment is similarly uninformed?

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Professional development for staff is an excellent target area for improvement. I hope that this report will provoke discussion and conversation about the best way forward. I am concerned that we alter the university based on a report that was developed over the course of a few months.

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There does not appear to be a connection between the survey questions that we were asked and the recommendations that were received. Which begs the question, what was the point of the survey? It feels like the process of restructuring an entire university is being rushed through with little to no input from faculty and staff. What is the hurry? Why are we not talking about this together as members of the same institution? Since faculty and staff had effectively no input in the creation of this report, we thus have no investment in seeing any of the recommended changes made. Which is unfortunate, because there are some good ideas here, alongside numerous bad or impracticable ideas (which could have been adjusted or modified had any meaningful input actually been sought in the first place). I only hope that, moving forward, meaningful input is genuinely sought from faculty, staff, and students. I like to think that Shared Governance matters at Texas A&M, and optimistically believe that we will follow such an approach in the coming weeks and months. I strongly believe that some of the recommendations presented in this report will improve the operations of the university, thereby leading to even better student outcomes. I equally strongly believe that some of the recommendations presented in the report will worsen the operations of this university, and deteriorate morale and the shared sense of purpose that faculty and staff currently feel.

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There is a large amount of skepticism out here if the feedback we supply will really make any difference. The word on the street is that the report was sent back to MGT several times until it said what the TAMU administration wanted it to say. Further, several things that are recommended in the report are actually already occurring. Knowing that brings into question whether what is said here really matters at all.

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I am hopeful that the President will address some longstanding issues at A&M - silo-ism, lack of accountability and compliance at all levels, lack of prioritization (everything is important so nothing is and projects don't have enough resources/people allocated to do them well - so we get mediocrity). That said, this report is a place to start - and I appreciate the decisiveness and courage that the president has demonstrated in dealing with the issues she sees. However, it is clear to me that there are some areas that were not priorities and included almost as afterthoughts in this report - the Libraries is one such area (if there had been an info gathering about what the Libraries' strengths are, Get It For Me at the very least would have been mentioned). There are a lot of functions in the library that support student and faculty efforts and university priorities - it is difficult to measure their direct input into student success or knowledge creation as we are partners with them in supporting their efforts (but many seem to be satisfied and return for assistance). I would encourage the consultants to speak with people, if not in the library, then about the library - to identify our strengths and opportunities for growth. I am willing to refer to our constituents or to answer questions if needed (and will include my contact info) - [REDACTED]

[REDACTED]

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Throughout the document, the authors refer to a "dotted line" relationship but never define what that would mean.

Page 71: Invest in a Voluntary Phased Separation Program. This section is written in such a way as to supplant that the

TAMU President shall have the discretionary authority to select participants, determine eligibility for VSP payments, and construe the terms of the VSP agreement. This does not appear to be a voluntary program...

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There are some good ideas in here, and some which I view with skepticism. Having more details about how certain changes will be implemented or how they will impact the daily life of students, faculty and staff would be beneficial, and I expect they will be forthcoming. Universities need to set priorities for growing areas of research and academic investment. While journalism and fine arts are important in society, STEM fields are growing, particularly computing, I see no comment on advancing computer science, data science, and related technology fields. That is a missed opportunity

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That so much money was paid for such an incomplete and error-prone report is embarrassing. No SWAT analysis for the proposed changes? No data presented to support the proposed changes? Flat out wrong statements? Seems like a mismanagement of funds.

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Generally, it is a low quality report. Just a few examples: 1. The citations in the report are outdated. Citing a 1992 student affairs study when we are in 2021 shows a disrespect to the field. 2. The peer institutions they list are not our peers. 3. Some of the recommendations of the report demonstrate that corporate consultants do not understand educational institutions. For example, there is a difference between a library that serves the university and a degree program in library sciences. 4. The organizational chart is missing a VP of Operations showing they were working off an old chart.

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Thank you for sharing the MGT Consulting Comprehensive Review Final Report and thank you for inviting feedback. I am very impressed by the breadth of the report and understand the lack of details for implementation. As many understandably fear change, I am sure that much of the feedback will be emotionally charged. As a faculty member, I will be directly impacted if these changes are implemented. However, I do believe that some change is necessary and wise implementation of change is what we expect from your office. I've been a faculty member for 26 years. I'm not frightened by change; I think we all (including Presidents) need to be good stewards of the resources (including students) of the State of Texas. Thanks for working to make us better.

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While the realignment would address many problems with our current structure, much hangs on divisions drawn a century ago (and using other schools as a guide only reaffirms the problem). A good portion of the faculty would likely describe their current departmental/college alignment as a "historical accident". There is an opportunity to do more, to consolidate faculty based on shared research, interests, and methods--rather than simply reshuffle the department/college deck. A department such as my own includes faculty that study the cellular basis of plasticity, clinical treatment, and business administration. Across areas within the department, there is no discourse or commonalities. Links are largely through interdisciplinary templates (e.g., Neuroscience), which have minimal control over relevant resources. Realignment will bring much pain, but if walls are to be broken down, why go halfway? Many of the suggested fixes appear to be temporary repairs to an aging system that needs a thorough revamping.

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--It would be nice for you to send out an email that describes what a combined Arts and Sciences College would look like and how it would function. One thing missing from the report is a vision of how a College of Arts and Sciences would be structured and how would it operate. At the Department level, how would important decisions be made in terms of faculty hiring, faculty evaluation, and resource allocation? These are not addressed and it might be nice for you to send a document explaining this. --I fear multiple years of chaos with the centralization of services as happened to AgriLife. I hear many horror stories about how centralization is NOT a success. --I fear the creation of more bureaucracy at more levels. Right now it is bad enough, but if we merge into a super college I can only imagine the number of Deans, Assistant Deans, and their staffs, etc. which would only make it more difficult to achieve our work.

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Not once in the entire report is Disability Services mentioned. This is a fundamental service that should have been a major focus of this report. Any person can at any time become disabled and need these services. How are they functioning at this University? Who thought it was a good idea to leave them out? From that alone, this report is of questionable value.

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One thing I've noticed in the report is that the team that put the report together did not have enough members with scientific backgrounds to help them understand the mission of the various programs that may share only part of a name. I hope whoever is in charge of revising this finding incorporates more scientists in order to maintain our university's position as one of the best in the country.

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The report seems to conflate DEI efforts with a diverse student body. But students from diverse backgrounds must be supported by faculty, staff, and administrative representation from these same backgrounds. Do the faculty, staff, and

administration also reflect the demographics of the state? That priority is crucial to student retention as well. The surveys were evidently ineffective in reaching the current student body. As a faculty member I found the survey questions mystifying in their jargon. I did not understand how the questions aligned with the strategic priorities of education. That said, I found the report effective and insightful. I gather I am a minority in this view.

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The report assumes that centralization is in all areas an improvement. I don't think this is necessarily true. It can increase bureaucracy and reduce access where access is needed. Decentralized administration has many positive features.

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Finally, the obvious bias towards Agriculture, Engineering and Business is expected given the A&M name, but I would like to see A&M be innovative and expand on new technologies, new approaches, and new ideas of the future, not fall back on the old "A&M" focus of the 1950s.

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A perhaps philosophical point. In my view, the departments are the living, breathing units of the university, where everything happens, the good and the bad. The departments are the university. They are responsible for the outcomes they produce. But along with this responsibility, there needs to be authority over their affairs. The role of the administrative units from the college on up is simply to facilitate the work of the departments and to be a conduit for resources.

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It is surprising that the management report did not address the challenges with growing the research enterprise of TAMU. The campus is lagging far behind our peer institutions in funding from NIH and there appears to be no plans to change that. NIH funding typically represents the major component in the annual revenue of most major universities but not here. There are also very few training grants to support research grants and to strengthen graduate education. There is weak institutional culture in terms of excellence in biomedical research that is supported by the evidence of strong funding.

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In general, the MGT takes the position that the university's decentralization and diversity are obstacles to be overcome. I think this orientation toward the university's structure is problematic. Meaningful independence and diffusion of authority among academic units creates space for innovation, permits attention to disciplines' special scholarly and educational needs, and protects the rights and well-being of faculty, students, and staff by creating closer connections between administrators and the stakeholders they serve. In the same way that state and local governments in the United States serve as "laboratories for democracy" and agents to protect citizens' rights against federal over-reach, decentralized university governance enhances the quality of academic programs and experiences with the university over the long run even if they may involve some short run inefficiencies.

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I was a professor at a school previously in which the same procedure as we are considering was done (hiring and implementing an outside consultant firm's ideas). I would like to offer a word of caution. The main takeaway from the other audit was a dramatic reduction in staff via firings and non-replacements. This had a catastrophic and lasting effect on the functioning and morale of the university. Initiatives of these sorts are tempting as they improve the bottomline and make sense for a company to be ruthless about personnel decisions. However, academia is a different type of organization. Please act sparingly and very reluctantly in making decisions that are motivated by or will lead to reductions in the work force.

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My main concerns were addressed in the comments above. I would have liked to see more about pros and cons of each decision, as well as a more in depth study to justify the recommendations. Also, it's disturbing that of the former students surveyed, only 19% were students in the last decade. Given how swiftly and fundamentally academia has changed, I would be concerned that those answer really do not understand that.

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Overall, I would suggest to avoid too big changes in working structure of the University and develop plan on improving things gradually, without big changes, likely accompanied by significant loss of the function. Prioritize and make changes in controllable way, using existing structure as much, as possible and only change it when not possible otherwise. It is very easy to break things, but is very hard to make things work.

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I think this is a bold plan with lots of great ideas. But the success of any of them will be determined by the implementation and administration of them. I wish you well as you deliberate about which ones to pursue and how to implement them.

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The report contains a large number of suggestions, many of them promising improvements in efficiency and success. However, many of the suggestions have not yet been fully vetted and need further impact analysis.

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Many people are upset at the short timeline and the process which seems essentially pre-ordained. I appreciate the bold action and vision behind these actions. While I support most of the recommendations, their actual implementation could be effective or could make things much worse, depending on how it is done. My hope is that planning and implementation will be done with the active and real involvement of the faculty.

I have worked at Texas A&M in the College of Veterinary Medicine and Biomedical Sciences for more than a decade, and I support most of the changes outlined in this report. Below, I have a couple of comments that I hope the administration will consider. 1) Please allow TAMU to hire/allow remote workers, particularly in Sponsored Research Services and Research Compliance. These organizations suffer from high staff turnover and often hire minimally qualified people merely to fill the position. Consequently, grant submissions and managing research compliance can swing from arduous, error-ridden messes to effortless, depending on whom you get. Further, once you find someone who is engaged and does good work, they are often gone before the next grant cycle or compliance deadline. Please allow TAMU to hire remote workers to access a broader talent pool and have better workforce retention. 2) Please broadly implement the VSP retirement program. Our College and Department are choking from the large number of tenured full professors who are not engaged, have minimal teaching responsibilities, and do not have active research programs. The salary burden these older faculty have on the College/Department is staggering and dramatically impedes our overall mission and ability to plan for the future. Please help address this issue. 3) Before implementing the transition of moving programs out of the College/units and consolidating into larger groups, the upper administration needs to clarify who will oversee this transition for each unit, then allow these people to meet with faculty to hear their concerns and allow their creative input into the organization of the program. 4) The BIMS major needs to move to an all-encompassing life sciences program that students can transfer into when their earlier coursework indicates that they can succeed in this program, not before. The administration and older faculty within the College of Vet Med will not like this, but it needs to happen. 5) The university, in general, needs to evaluate the need for non-thesis Masters's programs. It is not easy to see what societal value these programs have outside of generating money, which is offset by the significant impact on student debt.

Centralizing for efficiency is only a good idea if you are determined to save money at a high level at the cost of local control and effectiveness. I've been in academic administration at the department level for over a decade and I've yet to see a case where removing autonomy from individual units led to better teaching, research, or outreach.

Overall, I am impressed with the report and find most of its findings very relatable with the appropriate solutions suggested.

I do think the University will be strengthened and more nimble after these changes and look forward to them being implemented.

“Realignment” of the Health Education (HLTH) program to School of Public Health (SPH) has been a talking point for 4 provosts and several presidents. Pull the trigger already and move the entire HLTH group into the SPH Department of Health Promotion and Community Health Sciences. Keep Kinesiology, PEAP, and SPMT together as they are academically married. Don't care where they go - keep them in Education, move them to SPH, or place in Agrilife.

Change to the better is always welcomed. I pray some of these changes makes us an even better university. Gig'em!

The report places great emphasis on administrative efficiency, but it only superficially deals with the impact of its recommendations on education and research. Very little attention is given to the impact of these recommendations on staff and students, or on critical matters such as recruitment and retention of faculty, staff and students, in particular, graduate students. Finally, given the broad, sweeping recommendations in this report, the period allowed for study and feedback is woefully insufficient. Faculty should have been given months to digest the report and consult with one another on its recommendations. There should have been time for forums at the college level. The Faculty Senate is to be commended for providing at least some venue for faculty discussion and comment in an open setting. However, it is unclear what, if any, the response will be to this from the higher administration. Nobody from the higher administration was present to answer questions from the faculty.

As a management principle and a governing principle, centralization does not enjoy a great reputation. Proceed with care. Consolidation of the Colleges of Geoscience, Liberal Arts, and Science is a commonly accepted best practice at most of our peer institutions. This should be done carefully and methodically. And then a new dean, one who has actually served in a successful College of Arts and Sciences, should be hired to inaugurate the new college. Finally, the time should be taken to identify a major naming donor for the new college before it is inaugurated.

There isn't another US public land-grant institution that has the resources and comprehensive programs that A&M has. We need to quit trying to be someone else and highlight what we do for Texas, the region, and the world. We are the top Land-Grant Institution in the country, let's acknowledge and celebrate that.

Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning is poorly thought out and will damage current departments and the College of Engineering (COE). The Department of Construction Science (COSC) is not an engineering degree nor ABET accredited and moving it to COE will degrade the College and the Department of Civil and Environmental Engineering. Graduates of the Department of Civil and Environmental Engineering will not support COSC being moved to the College and many will protest the idea of creating non-engineering programs within the College as industry expects us to graduate engineering-trained students.

This report was consistently presented as academic/curriculum not being part of the scope, yet clearly there is a whole section on Academic Realignment which will have significant implications including curricular for multiple units. I feel it was misleading and unnecessary for administration to lack transparency on this issue.

We are deeply grateful for the opportunity to provide input, and collaborate with our university leadership through this process. Thank you for your time and efforts!!

I applaud TAMU for considering what many may be viewed as radical changes, but most of the recommendations are necessary. The key will not be in making driving the changes, but will be in how they are implemented. Throughout the process, the ability of faculty to do their work without significant interruption and without negatively impacting student experience and success is important.

A number of good recommendations were made. However, students, faculty, and alumni need to be heard about whether recommended changes are needed and a slow implementation plan needs to be made or this amount of change will not be well-received or supported. As I have often said, the bigger the change, the more input and time needed to make the changes or they will not be supported.

The following comments focus on Recommendation #9d - consolidating the Department of Health and Kinesiology (HLKN) in the School of Public Health. While the rationale provided in the report is poor and inaccurate, I believe this consolidation should occur. Currently, HLKN is the largest department on TAMU's campus with four distinct divisions included (3 of which are degree granting entities - Health Education, Sport Management, and Kinesiology). The Physical Education and Activity Program is a holdover from a time when TAMU required all students to complete 2 one-hour activity courses. Despite no longer being required, those activity classes are highly popular. There are clear models outlining how HLKN could be broken down and incorporated into the School of Public Health. In particular, I believe Indiana University's School of Public Health is an example for how we could accomplish this consolidation. Note: the current Dean of TAMU's SPH comes from IU and understands all the pieces currently accounted for in HLKN. I recommend embedding the entire Health Education Division from HLKN into SPH's Department of Health Promotion and Community Health Science (HPCHS). This addresses the rationale supporting #9d, which asserts that there is conceptual and programmatic overlap between the Health Education Division's academic degrees and the those in HPCHS. The remaining units from HLKN should then be groups into a Department of Kinesiology & Sport. That would allow HLKN's Divisions of Kinesiology, Sport Management, and PEAP to remain together. Conceptually this makes a lot of sense and also has a good academic rationale. Specifically, the PhD in Sport Management is actually a Kinesiology doctorate, with an emphasis in Sport Management. Moreover, the activity and science classes PEAP instructors teach are actually Kinesiology (KINE) courses - see KINE 199, 198, 223.

Where is the impetus in the realigned University to foster and grow the floundering biomedical sciences research engine? All the proposed changes (however successful) will do little to improve the overall ranking of TAMU. Building and expanding research is the only path to accomplish this.

Please reject most of the ill-thought-out proposals, and recruit a first-rate committee of top minds to propose SOUND advice of how to adapt the university to the 21st Century.

I am not in favor of centralizing the offices suggested in this report because in my experience these centralizations make it more difficult to function on a day to day basis.

I have concerns about centralizing advising. If we automate too much, and just hand out forms, the student misses out on needed advice. I believe someone transferring from dept A on campus to dept B needs to talk to people in A & B. TAMU did not get its money's worth with this consultancy. The survey we were given in August was vague and not to the point. The MGT team did not understand key issues, and it led them to make what in some cases are clearly disastrous

recommendations.

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The whole recommendation misses two central points of any University: 1. A University is its faculty. It is not buildings, administrators, presidents, provosts, regents, manicured lawns, etc. It is its faculty. The administrators etc. only needed as long as they provide support for the faculty in what the faculty do. The faculty go through a very hard and harsh selection process before they are hired. This process is a lot more thorough than the process of hiring administrators. So it is ridiculous to think that the faculty need to be closely controlled. We are here because we want to teach, do research, and do service. Unless the University refocuses itself to the faculty our University will continue its slide towards mediocrity even if the lawns and gardens are perfect. 2. A University is NOT a business. The business part of it is a mundane part of it. The outcome of the research cannot be predicted, simply because if it can be predicted, then it is not research. The teaching quality does not have a good metric. (Although, it has one good indicator student to faculty ratio.) The outcome of the teaching will be evident only a decade or two after graduation. The grades are NOT the outcome of the teaching. Educated young people is. The report mostly talks about administrative measures. Most of them are in "consolidating or centralizing this or that". Centralization is a solution only for very simple problems such as control, planning, etc. We, the faculty, do research, teaching, and service. These things are the antithesis to centralization. There is no such thing as centralized research. The best teaching is individual teaching when a student is a person and not a line in the gradebook (try to do that if you have 300 students in the class) It is exactly decentralization and support for individual faculty efforts which is needed in order for the University to excel and stand out.

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Studies of leadership emphasize that TIMING and COMMUNICATION are important when it comes to instituting change (if you hope to gain trust and maintain morale). In my opinion, this is not an appropriate time to implement this level of change. The entire world has been going through a global pandemic, and people are exhausted. Faculty, staff, and students have lost loved ones (myself included - I lost my mother last December before the vaccine was available). The vast majority of faculty have experienced disruptions to their research and teaching, and they are still recovering from the past year. The pandemic has disproportionately affected women faculty and faculty of color. Faculty (and staff) do not have the time and energy it will take to participate in meetings to work out the details of these changes. There WILL be retention issues, as many people will seek new opportunities. This will add to the cost of implementing these changes. The communication for these changes has been poor, leading to increased insecurity and anxiety. Ironically, the report states that there needs to be more transparency but there has been minimal transparency.

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I worry throughout about the balance of centralization versus decentralization. This appears to be an effort at centralization. This can create efficiencies, but it can also undermine innovation and entrepreneurial activities. There is value in the right level of decentralization and local autonomy. The response rates for the surveys seemed pretty low (approximately ~4%?). While response rates do not necessarily mean bias, there is a fair question about representative the results might be.

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- The survey and process that arrived at the (delayed) final product exhibit flaws. These flaws bring into question the results proposed. The proposed resultant changes don't have sufficient descriptions or actionable plans for implementation which makes it difficult to know what is proposed vs. what is probable. - Operationalizing these strategic initiatives at the tactical level require much more review and detailed thought before steps are taken to ensure TAMU supports their external and internal constituents. - If these implementation plans are not negotiated in detail for the proposed changes with the highest anticipated return on investment (ROI,) making "major muscle movements" without prior preparation could come at TAMU's peril

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I am optimistic that this venture, though a difficult road ahead, will move forward. Changes undoubtedly have to be made so that we can continue to adapt. It is important to be mindful of and keep the things that work when moving forward. The departments should be allowed to provide as much feedback as possible with respect to what works for them. The common ground among departments regarding successful ventures will benefit the university as a whole.

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This is a "power grab" by the new President. We should not give more power to the President. The Provost should remain a key person, ideally with more power than the President. The VP for Research should report to the Provost, not to the President.

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It is a privilege to be part of the University.

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The university's continuing lack of acknowledgment of the ongoing pandemic is disturbing - especially the lack of acknowledgment of the death of a student. The university also hasn't yet announced a vaccine mandate, despite the

requirement as a federal contractor to do so. While many of the changes proposed here seem like they will bring the university in line with best practices at major research universities, some also seem like they are designed to frustrate the academic leadership of the university, consolidating power with the state-appointed officers instead.

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See above.

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In order to help McAllen program grow, students need study spaces and other student support services in-house. Most classrooms are in-use for classes between 8-5. We need a library as soon as possible.

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I strongly support the recommendations regarding the Bush School. For far too long, the Bush School have fought to receive the cream of higher education benefits, without doing its part to contribute back to the primary mission of the University; undergraduate education. There is a sense of entitlement in the School along with a strong expectation that its work would be subsidized by the other colleges who are bearing all of the undergraduate work. I encourage the president to move forward with the changes.

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I'm somewhat confused about the peer institutions used in this study. Some are expected and some are not ones that I would have chosen based on Vision 2020 and other university literature that measures performance in relation to peer institutions.

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Great changes come from open communication--transparency--and not from edicts from above. Software might allow an administration to reorganize in nine months, but humans need more time than that. This document generates the fears and concerns that it claims to want to reduce regarding surprising rapid changes to the system.

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Please consider moving agencies on campus under the President to build one strong TAMU rather than a TAMU with two independent agencies operating with faculty supported my TAMU, but answering to Vice Chancellors.

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The report noted that about 20% of the faculty are over 65--TAMU has done very little to encourage them to retire either rewarding those who leave or punishing those who remain and are ineffective as teachers and researchers. I believe either a 5-year reduced teaching (one semester per academic year) or 40% salary per year for 3 years would induce many to retire and

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I agree with everything I read. I will admit people will resist, but that always happens.

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Over the years the Galveston campus and its relationship with TAMU in College Station has evolved, mostly in good ways. I have always found the Galveston campus to be more nimble in adapting to change or in trying out new things, and that is the one drawback to our being "brought into the fold." Many processes which are designed to work well for the mega campus do not translate well for our small campus, because we do not have enough people and resources to do things the same way. Rather than force us to do all things the same, sometimes the small campus approach is good, adequate, and even preferable. In other words please don't throw out the good stuff to force the fit. Where it can be useful to be part of the larger whole are in areas like HR, MARCOM and finances, like purchasing to include our campus for library resources or software licenses and such. For more student friendly services like financial aid we really need people locally because some things work so much better face to face. I believe the relationships between faculty on our two campuses has never been better, and I hope we can continue to draw even closer together. Zoom has been a real boon for meetings across campuses.

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I agree with the report and commentary. There will be a lot of fear and threat-responses generated by the findings and recommendations, but I'm pretty impressed at the communication so far, as well as the level of detail provided. I look forward to a better tomorrow!

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Don't combine Liberal Arts with Engineering. That's crazy. Art and science are different. Would you want a painter or art major working on your transmission. Think about it. It's the students that matter. The difference in A&M is that the students get real jobs and careers not going home to live with their parents and playing on their iPhones all day supposedly looking for a job.

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Global, Paradigm Changing Recommendations: The key academic components absent at Texas A&M University, TAMU Health, and missing from the MTG Report that would propel Texas A&M into Top Ten status: 1. Teaching and Area Hospital in the College Station/Bryan Campus. Clinical HSC facilities in Temple, Houston, Round Rock, Kingsville, especially when the core of medical science faculty is in College Station dilutes the impact and federal funding draw to the medical school. A centralized, area and teaching hospital linked to Texas A&M, and preferably on the Hwy 47 property would serve millions of Texans from the Louisiana border to the capital city of Austin. - Game changer for TAMU Health, NIH Funding, collaboration, Drug Development, and Biomedical Engineering TAMU, Bryan, College Station, hospital admin partners would have to sit down and seek support from the state, federal grants, and private

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sector. In addition, faculty, students, local citizens must travel to Houston or Dallas for specialty care. There are less than 500 beds in BCS in total. Local hospital ICUs have been (over)full during COVID waves. 2. Comprehensive Molecular Research Core Center and Support. Expand or reimagine TIGM as a world class center for generating tissue-specific, conditional overexpression and knockout mice, transgenic and transfection support and training.

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It's painfully obvious that the consultants are not cognizant or appreciative of the culture of higher education in general and TAMU in particular. Blindly centralizing services and removing them from local control and accountability is a disaster. Recommending additional majors and programs with no regard for the needs of the state is at odds with Texas Higher Education guidelines and inappropriate. This type of high level study by non subject matter experts and faculty involvement is the wrong way to address the complex issues of adding majors and programs. For example I remember the significant issues years ago about getting rid of the Journalism program because we weren't doing it well and I was surprised to see it had "grown" back in any form. Decentralization is one of the strengths of TAMU which the consultant obviously has no idea. The buffering of the system provided by local control of resources (IT, HR, Financial) inhibits a central authority randomly and capriciously changing things on a whim. Being a "highly buffered solution" serves higher education well in troubled political and social times.

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There continues to be too much emphasis on the "terminal" degree faculty with great loss of stars from industry not holding the traditional PhD. Please develop a plan for identifying these individuals and retaining them.

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It is disappointing to see the analysis of this study. Having been through a restructuring elsewhere, I fear this will cause the exact opposite effect as what is hoped by those that endorse this study.

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Centralization of advising works for units who are poor at advising (i.e. with staff members who do not have terminal degrees in field) but will diminish the exceptional advising done by other units.

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Certainly TAMU should have as its primary mission giving the best education possible to Texans. The race of the people providing that education should be immaterial—to adapt the words of Martin Luther King, Jr., applicants for faculty positions should be judged on the color of their achievements, not the color of their skins. Far more important than faculty phenotype is the possibility of free, open, and lively exchange of ideas, and encouraging viewpoint diversity is thus considerably more valuable than maintaining a particular racial mix. If TAMU could set an example by rejecting the toxic trend of DEI currently debasing American higher education, it would perform an enormous public service. Education is not best served when it is provided by the members of a single political movement, which is what required diversity statements and the like are designed to accomplish. TAMU should seek to recruit and retain the most accomplished faculty, whatever ethnic groups these faculty may belong to.

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I've had experience as an advisor as well as coordinating with other advisors. I strongly object to centralizing the undergraduate advising because such advisors rarely have the experience and knowledge necessary to advise specific majors. For example, I was an advisor and professor in mathematics. The advisors in general studies didn't understand that advising students to take general mathematics classes instead of engineering or science calculus limited the majors said freshman could enter. I expect there were be cost savings by centralizing the advising, but it would be detrimental to the success of the students. Please do NOT do this.

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Making students attend face only classes is getting a bunch of them sick. Several in my class of 88 have caught C19. I have quite a few that are literally terrified of coming to class and simply cannot lower their grades for non-attendance nor morally restrict their access to materials available to those coming. I don't really blame them. During an in-class major exam I had 80 students show up and only 7 had masks, even though the room sounded like a whooping cough medical unit. They were packed in shoulder to shoulder in most of the room.

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Why not create a College of Chemistry like at UC Berkeley combining Chemistry, Chemical Engineering and BioBio? Have you given any thoughts to that model?

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I am generally pleased with the report. You have not looked at TAMU as another corporation, but have respected that it is an educational institution where faculty are the key element.

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The report did not address the cost of the sprawling and ever-growing administrative segment of the University. Uniformity of processes may be a lofty goal on paper but often results in additional paperwork requirements borne by faculty (particularly, promotion and tenure dossier preparation for the review by several layers of the administrative structure). Uniformity of technology has had a mixed record in the past. Concur works well, but Interfolio (job/program application management) is remarkably slow and wastes huge amount of faculty time just waiting for the applicant dossier to load (faculty often review 100+ applications annually). Having a University-wide HelpDesk with a ticket system is a good idea, since one can never be sure which of the unit is responsible for which kludgy "innovation".

Thank you for investing in this effort. It was timely and I hope it leads to a real "change" in how TAMU operates and displays itself on the world stage.

These are some big recommendations, but as I'm sure you can see, we have some big problems. I hope you will take these suggestions so that things can run more smoothly here and so that we can get a better reputation and open up more opportunities for our students.

## General Feedback - Staff

Please provide your comments related to general feedback, process, or other sections not listed above:

Despite the concerns I have raised about some of the recommendations in the MGT report, I strongly support most of the recommendations it contains, and I strongly support the overarching goal to transform Texas A & M into an institution focused on student success and on serving the needs of all Texans. I particularly welcome the initiatives directed at improving our service to traditionally underserved communities; I strongly believe that one of the strengths of TAMU is the diversity of its faculty and its research staff. I also believe that one its strengths is its commitment to foster and support important research in both engineering and applied technology and in basic science. I have been very fortunate to work for IODP/JRSO for the past twelve years, and I have seen first hand the level of commitment from nearly all of its science and technical staff to conduct the very best, most meaningful science possible. The level of support we have from the geological community is a testament to the dedication of this organization, and I believe it is the embodiment of Aggie spirit. I believe that the research and discoveries we make in science in technology are of huge benefit to all of the citizens of Texas, and I believe continued commitment to these disciplines are critical to help solve the problems facing our state, our nation, and indeed our entire planet. I also believe that Texas A & M is well positioned to help meet these challenges. I hope that I am fortunate enough to continue to play a small role in this endeavor. Gig'em!

My suggestions are made based on my perspective on how the recommended changes and rationale could be implemented or recommendations of improvement that may vary from the recommendations provided in this report. My goal is to not dispute the report recommendations, but to provide suggestions on how we can potentially implement changes to meet the stated goals of student, faculty, and staff success, while moving towards increased efficiency and creating the pathway's of TAMU's goat of becoming a top-tier institution and furthering our mission as a land-grant mission. My suggestions will be in the following key areas: 1. Successful implementation of a new College of Arts and Sciences as it relates to Finance, HR/Payroll, and Business Functions 2. Report recommendations to "centralize" Advising 3. Report recommendations to centralize IT, Facilities, and MarComm 4. Report recommendations to "centralize" Finance 5. Report recommendations to "centralize" HR/Payroll

I have found the challenges of the MGT report's breadth of communication alarming. Less than 6% of the staff and faculty had an opportunity to provide survey feedback for their report and none of the deans were informed before the report was released. This leads to a large distrust of the process an alienation of the stakeholders. Not to mention, the questions on the MGT report survey were skewed and biased in their asking. This creates further distrust. It makes no sense to state that there were no other "Biology" departments within their survey group. This report is frankly flawed. The metrics provided are vague and no metrics are in the report. No SWOT analyses were included, let alone direct interviews from those managing these departments and colleges suggested in such sweeping changes. For instance, the proposed centralization of finance administration, IT consolidation, and academic advising, facilities, not to mention the further outsourcing of staff not in the immediate academic offices or administrative offices will Transportation Services will only enhance that animus felt towards the organization. So too every other suggestion of consolidation in this report. An outsourced TS will be perceived to be even less answerable to concerns of the university's population than its already low popularity. The Library needs to remain independent. If it becomes part of a college, it will be subject to the whims of particular colleges. Putting all the fire of one issue or support does not make everything more effective. "Cost

savings should be reinvested into continuing to advance technology services, such as cybersecurity" misses the point of IT staff as liaisons and actual IT support. Outsourcing or doesn't solve issues. Collaboration does. With this report and the leadership requesting it, I have lost all confidence in the administration of Texas A&M University. I do not feel like our staff are heard or listened to. I do not think the administration has made enough efforts to listen before acting. This feels like a done deal, and we as staff have not been previously heard clearly and loudly enough. I have no confidence in this MGT report.

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Whichever direction the University chooses, reorganization will be difficult. In some areas reorganization can happen tomorrow. In other areas it must be methodical and take time. Regardless of what happens success will be determined by.... Sitting down to discuss what needs to be accomplished. AND JUST AS IMPORTANTLY Agree to the process of how it will be accomplished.

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The report states that past outsourcing was a success, but does not indicate how that success was measured. I am sure it saved TAMU financial resources, but the quality of services on campus from the outsourced units has seriously declined. Custodial services for our building has a very high turnover rate and are understaffed even when all the positions are filled. This leads to floors and stairwells not getting cleaned for months (or years) and bathroom supplies routinely running out. Area maintenance also has major problems and delays. It is currently taking over 6 weeks to get lightbulbs replaced and bathroom sinks remain inoperable for weeks because no one is available to replace sensor batteries. Emergency repairs seem to be the only work orders that are getting completed in a timely fashion.

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There are a lot of changes proposed in the report. While some of them may be beneficial to the University eventually, I don't think enough research has gone into any of them to make an informed decision on whether they would truly benefit the University. The firm hired to produce the report, has previously focused on much smaller schools, and I don't think they thoroughly researched any of our peer institutions – peer in regards to size and complexity. A University with 70,000+ students is vastly different than a school with 10,000 or even 20,000 students, and the business functions required to support the faculty/students/staff don't scale well without significant changes – we have experienced situations like this before, and they have all ended poorly. Also, lumping students into fewer colleges, and combining departments that appear similar on the outside but really aren't, will only diminish the ability of the University to support for the unique needs of Colleges, Departments, and Majors and provide the quality education that we continually strive for. I believe the authors of this report do not understand that, nor did they do enough in depth research/interviews to be able to understand the effects of their suggested changes. In conclusion, I think a lot more quality research and thought needs to go into these proposed changes before any of them are put forth for implementation, the suggested timeline is not sufficient for any of these changes. I myself love to get things moving, but the magnitude of any one of these suggestions, is not something that should be taken lightly or rushed into without adequate and appropriate planning.

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I don't know how many times and how many different ways they need to tell you that our toxic and aggressively insular culture is stunting the growth and development of this university, but I believe I counted at least six different places in this particular report that addressed it. We cannot survive as a Tier 1 research institution if we are unable to attract and retain talent from diverse backgrounds. We cannot keep pretending that we don't know what the problem is. And we cannot keep using the excuse that "most Aggies are fine with the current campus climate" while ignoring the fact that those who choose to stay are overwhelmingly homogenous in their socioeconomic, racial, and ethnic backgrounds. We have "majority support" for a lack of change because we aggressively drive off those who want to see change happen. It's not acceptable, and long term it's simply not sustainable.

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There did seem to be a lot of duplication of effort at the university when I began working and when this occurs, there is a loss in focus on messaging, handling contracts, and with processes in general. As with many organizations today, they try to make moves/decisions too quickly. Allowing the inexperienced to handle complicated processes without full or appropriate training is not good. Yes, they're smart but I got shut down a few times when reminding people about university SAPs, rules, and processes in place.

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Centralization and the efficiencies gained therein seem to be a key component of the recommendations. Please think about what is being gained and what is being lost at each level of centralization. There will come a point at which the trade-off is no longer worthwhile. As we begin to move forward, please ask staff to be part of the process. We want to see the University succeed. We want to be part of finding solutions. We want to be engaged, learning, and growing.

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I hope that all the feedback received will be considered in shaping this report and the recommendations it has made to pave the way for a future that includes the interests, hopes, and goals of all university stakeholders irrespective of

employment body and career level.

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The point made about the Qatar exchange program being expanded to a semester-long program does not make any sense. The Qatar-College Station student exchange program has always been a semester long program. The Qatar campus is also rife with inefficiencies. There are people employed there that are either inept, or unqualified for their positions. This has caused a lot of the duplication of services mentioned in the report. The Department of Student Affairs at TAMUQ is not doing a good job, and does not fit in line with the aim and mission of what Student Affairs is aiming to achieve here in College Station. TAMUQ students are not developing identities as Aggies. There is very little intentionality in the TAMUQ student affairs program. Poor leadership, management, direction, and oversight have caused immense staffing changes at TAMUQ, and this in turn has impacted experiential learning programs available to students. Leadership in TAMUQ Student Affairs and the Academic Services Office, and in turn the Executive Director that oversees both of those office, needs to be addressed. They are not capable of leading effectively, have forced good, committed, and hard-working staff out, that has in turn impacted students negatively. Previously, the Provost would come to Qatar and town hall meetings to gain the feedback of TAMUQ staff. This was not conducive to gaining an accurate portrayal of what is actually happening at TAMUQ, and how people feel. No one in their right mind would ever be publicly and openly critical of leadership in such a forum. Interviews and perspective gathering needs to be private, individual, and confidential in order to get the real temperature of TAMUQ. TAMUQ used to be a great place to work, but years of mismanagement, infighting, and poor administration has left morale incredibly low. This is has had a negative impact on the services provided to students.

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Change is inevitable and some of the changes outlined in this report while challenging, may likely give us tools to improve ourselves for the future. There are several recommendations that are years overdue. It does however feel like in many cases there were expectations on the writers part for the outcomes they would recommend and they researched to justify those expectations. In addition to the examples cited, this is likely best represented in the peer review. There are several references to "Many Institutions" and "Nearly half of institutions" to justify recommendations without acknowledging that this implies that "many other institutions" and "more than half of institutions" do not operate this way.

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Based on the suggestions and information provided in this report, I don't believe the MGT group had done adequate research on the University or College Station as a whole. Many of their suggestions and information were simply incorrect. For example, in the Academic and Strategic Collaborations section, they posit that "TAMU does not have a modern performing arts center to host indoor large-scale events for students and the community". This is incorrect, we have Rudder Auditorium which frequently hosts plays, concerts, and other performances for students and the community. In another example, in the Academic Realignment section, they mention multiple times the "Bush School and Library". A&M does not own or manage the Bush Library, A&M's only affiliation to the Bush Library is geographical proximity, and that Bush also has a school named after him here. If any of the suggestions listed in this report are to be pursued, I recommend task groups complete a much more thorough investigation into what our campus currently has to offer and the effects any changes would cause.

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The report is well done! President Banks' October 25 & November 5 messages were well written regarding expectations of next steps. My hope is that whatever changes are accepted, are implemented as quickly and efficiently as possible, with clear communications throughout the process. Decisions need to be made for the good of the whole, minus the emotional attachment, and individual benefit. Some items noted in the report will be a major shift in culture, and change management oversight is critical. Because this report is a high level report, I hope that individuals will be nominated based on skill set to examine closely and objectively the details of routine business/operational/administrative processes and duplication of efforts. The need to identify and eliminate positions that are not productive, efficient, and/or add value will not be easy, but needs to be done objectively, rather than brushed under the carpet. This is one small step to improving equity, moral, and job satisfaction for the long haul. There are many administrative areas where positions/roles and needs are inflated. In part because "it has always been done this way"; a more efficient process is unknown; or the individual making the decision is at a higher level and unaware of what it takes to get the job done. The right employees need to be in the right positions in order to gain efficiency and excellence. The bar for excellence and expectations needs to be raised across the University to achieve the goal and image of a first class global institution. Continuity is key and centralization will help tremendously. Employees must be held accountable. Training is badly needed among admin support groups to promote professionalism, excellence, continuity, and efficiency. I'm excited to see changes made for the benefit of all - this is

long overdue.

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A general concern I have about changes happening on campus are not directly addressed in this report. The primary one being the misalignment of required qualifications for upper level administrators who supervise staff versus those over academic units. A dean is required to have research experience/faculty position in the field of a college to apply for a dean's position, but a VP of Student affairs only a master's degree with no experience in student affairs. -

[https://www.myworkday.com/tamus/d/inst/15\\$158872/9925\\$69938.html](https://www.myworkday.com/tamus/d/inst/15$158872/9925$69938.html) If you take anything from this tangent, please give staff leadership that knows the field they now work in. We've been held back with too many political (either for the chancellor or former students) appointees who are out of their depth. The purpose of this report is to move the institution forward, that includes the divisions that don't produce research.

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I am thankful that financial resources are being given to CAPS - as part of a small area that works very closely with CAPS and refer students back and forth, this is such a win for our students. However, I also think there should be financial resources given to those areas that respond to the majority of Tell Somebody Reports, as it isn't CAPS staff, but a very small unit who does really important work (which CAPS, SHS, the Interim Provost, undergraduate Ombudsperson, and others will tell you). The unit - Student Assistance Services - doesn't need much - just 2 additional full-time staff members would provide an exponential amount of support to our student population.

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It is concerning that the resources utilized in this document to support the recommendations made are old and outdated. There are numerous references to articles written well over 10 years ago, many nearly 20 years old and some as old as 1992, and 1993.

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The report is short-sided. Where is the research for this report? Interviewing 60 people is not enough. TAMU is unique and should be the leader and not the follower of other smaller universities. Why do we have to what other universities are doing? There seems to be a lack of trust and communication with this report and proposed changes. I gather from this report that the university wants to combine positions and cut other positions to save money and spend it on a campus in Fort Worth. This is bad for the morale of the main campus.

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I am concerned that boots-on-the-ground faculty and staff didn't seem to have much of a role in creating the findings in this report. The in-depth interviews seemed to be with select top-level leaders and directly contradict our experiences on the ground level. Since this report came out, morale has dropped significantly. I am sincerely worried about the changes to come and I hope I won't need to job search, as a result. This has been one of the best student affairs units I've worked in, nationally, and I'm concerned that we are about to see tremendous turnover. I really don't want our remaining staff and students to suffer, as a result.

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On the whole, I support the central goals, which are to make Texas A&M a world-class comprehensive university, to strengthen A&M's prominence, and to strengthen meaningful outreach in B/CS and Texas. However, many of the recommendations are misinformed and show a basic misunderstanding of the work we do. Focusing on rankings or nebulous ideas like "prominence" is a very superficial metric for understanding the effectiveness, impact, or value of what we do. The number of interviews conducted is unclear (p. 1 it is reported as "more than 60" and on p. 6 it says 44), but in either case it is much too small for the scope of the changes outlined in the report, which gives the impression that input was limited in terms of what questions were asked and who was asked to produce pre-determined "findings". The process of rolling out the report and soliciting input was also very poorly managed and contributed to the impression that feedback was not truly welcome or was purely ceremonial. To post a 100+ page document that describes some of the largest scale changes to the university in recent memory and then to say all feedback is due in 2 weeks with decisions to be made within 4-6 weeks ignores best practices related to change management. The content of the report is often inaccurate, sometimes insultingly so, and suggests that minimal effort was put into basic factual research or substantive understanding the nature of the programs discussed. To refer to university studies students as those "who do not have the qualifications or interest" (p. 36) denigrates our own students, fundamentally misunderstands this population of students, and contradicts the university's own position for the last several years, which expanded the overall UG population and built-up student success programs to support students who struggled to adjust academically. University Studies-Architecture students are highly engaged—100% participate in high impact learning experiences—and have the second-highest starting salaries of any major in the college. The findings are ahistorical and emphasize efficiency with minimal mention of effectiveness. There is very little in the report to suggest that the recommendations will make the fundamental work of delivering curriculum, conducting research, engaging in outreach and service, or carrying out administrative processes any easier, better, or more effective. There is no discussion of the reason for our decentralized structure or the fact that we tried having centralized services in the past

and they failed because they could not effectively deliver their services across the entire campus. The benefits to students in terms of the excellence of the education offered is portrayed as secondary benefit to “strengthening TAMU’s prominence.”

Texas A&M needs to wholly fulfill its mission to educate the residents of Texas. I posted the following paragraph to Facebook on September 11, 2016. Texas A&M has always had a quiet, calm resilience when faced with adversity, and that has been a comfort to me on several occasions. I will always remember 9/11/2001. I will also always remember 9/12/2001 because that was the day that I fully understood that everyone on campus was hurting regardless of nationality, religious affiliation, socioeconomic level, or any other category that could categorize someone. I believe that the campus was a place of healing for all then and rightfully remains a place of opportunity for all now. The institution that in the early 1960s provided opportunities for my father to realize his full potential without judging his background after he drove from Alaska by himself never having seen the campus is the same institution that has grown to embrace first-generation students of all backgrounds as well as students from many generations of Aggie families. It was on 9/12/2001 and remains a privilege to work at an institution that embraces diversity of thought, background, ethnicity, and perspective. My hope is that our entire country can follow the example that is set at Texas A&M. The words I wrote in 2016 were heartfelt and genuine, but with hindsight, they were also naive and simplistic. Texas A&M began as a land grant institution with teaching being core to its mission. Subsequent legislation added research and extension to that mission. The three pillars of teaching, research, and extension (many times called service) were conceived to give opportunities to those who might not otherwise have access to post-secondary education. These are still the criteria by which faculty at Texas A&M are judged. Texas A&M does not exist to cater to former students or the organizations that claim to represent former students. Texas A&M does not exist to educate the children and grandchildren of former students. Texas A&M exists to be a pathway for those who might not have an avenue to better themselves through education and reach their full potential. Former students are welcome to assist in this mission, and their children and grandchildren are welcome to participate in the educational process. It is a joy to see and be a part of a family gathering where multiple Aggie rings are present. It is also a joy to see the tears in the eyes of a first-generation student and their family members as that student receives their Aggie ring. It is NOT a joy to see tears in the eyes of any student who has been made to feel less than fully welcomed into the Aggie family. It was NOT a joy to listen to a Hispanic student describe how a former student accused her of stealing her Aggie ring during the first week that she had it. It was NOT a joy to hear a black student tell me the names he had been called while performing his duties as a student worker. It was NOT a joy to learn that handwritten signs that said “Whites Only” were placed on doors to bathroom stalls in the building where I work. It was NOT a joy to wipe the tears from the face of a National Championship winning student-athlete as she described words that had been directed her way by a fellow student because of her skin color and gender. It was infuriating to witness a professor telling a Hispanic staff member that he “was a lazy, dumb, Mexican.” It was absolutely shocking to have a former department head tell me that he would never have taught in a school district where I taught because he heard they were nothing but a bunch of “n\*\*\*\*\*s.” It has absolutely been heartbreaking time after time when talented staff members or faculty who happen to be minorities decide not to live in our community because they are not comfortable here and ultimately leave the university because they are not fully respected. I have been “officially” associated with the Texas A&M University since the fall of 1985. I have been an undergraduate student who was a member of the Corps of Cadets, a graduate student, a former student, a research staff member, a support staff member, an instructor, and a donor. Unfortunately, after all of these experiences, I have dozens of stories of students, staff, or faculty being made not to feel wholly accepted as an Aggie because of their gender, their skin color, or some other trait that is not seen as being a traditional Aggie. All of the incidences involving students described above were reported through the proper channels, and all the students are doing exceptionally well and proud to be Aggies, but they did have unnecessary hurdles. NONE of the incidences above were ever meaningfully investigated even though well-intentioned policies and procedures had been drafted, reviewed, and approved, and followed. What is even more disturbing than the lack of action is the fact that two of the perpetrators have been honored by the university even though the incidences were known by those giving the awards. I have tried to rewrite the previous two paragraphs several times to make them less negative because I would rather focus on the positive. I love Texas A&M. I love my experiences and the traditions at Texas A&M. I love the memories that are recalled as I walk across campus because I feel at home. It is not we. If “We are the Aggies, the Aggies are We” is a true sentiment, then we must embrace the full richness that all Aggies contribute to “We.” Too often the prevailing attitude at Texas A&M is that things are “perfect” and there is no need to improve. Diversity, Equity, and Inclusion programs are a good start but they should not be seen as a checkmark item that is ever complete. DE&I work is continuous and needs to include action words such as

belonging and welcoming. No student group should be considered "too small" to be recognized and receive unique services from the university. Our Native American students especially need to be officially recognized and supported. After all, the Land Grant initiatives under which Texas A&M began, were funded by lands taken from Native Americans. The influence of former student groups needs to be checked as well. The Sul Ross group is made up of former students who graduated 55 years or more ago which is currently the class of 1966. In 1963 the first Black students enrolled in classes at Texas A&M but those students graduated from other institutions. Women were also first admitted to Texas A&M on a "limited basis" in 1963. Most of these students who were admitted in 1963 enrolled in summer classes or as part-time students and ended up graduating elsewhere. The students who did graduate will be eligible for membership in the Sul Ross group next year. This group can NOT possibly advocate for the diverse student population that we have today because they are essentially a monolith. Other groups are even more destructive. The Rudder Association is one example. It is perverse to invoke the name of General Rudder who was a person who truly helped Texas A&M progress when the group is unashamedly a politically oriented interest group with racist tendencies. Members of the group pledge to support "conservative values" that are touted as the backbone of Texas A&M. Texas A&M should not promote or project a political ideology. Members of the Rudder Association publicly intimidated students of color who were exercising their right of free speech and their right to assemble. These students had been given all of the proper permission from the university for their activities. The campus belongs to current students - not former students. I still feel and will always feel as I did in 2016 that there is a core characteristic at Texas A&M that allows anyone to be successful regardless of their background. As an Aggie family, we have to be better than we have been in not just accepting all Aggies but in unconditionally embracing all Aggies. Once our actions match our ideals, we as Aggies will truly have set an example for others.

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I think there are opportunities with some of the recommendations in the MGT report and we must be forward-looking as a university. My caution is that there are some major changes being recommended and that we must take the time to ensure factual evidence support those chosen to move forward with. Implementation is critical and stakeholder input is vital. We must remember that higher education does not completely fit the model of a private corporation. We must find the right balance of efficiency to not jeopardize effectiveness.

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The sentence "Recently, TAMU utilized successful outsourcing models for dining, custodial, and maintenance services and, to a limited extent, student residences" (p. 5) unraveled my confidence in the entire report. Outsourcing has not been successful for the people involved, many lost benefits, many are over-extended, they do not have the same days off that we have -- it was a terrible, terrible thing for A&M to do to the "Aggie Family." This report is terribly demoralizing, especially during the pandemic, administrative turnover, staff/employee hiring freeze, when everyone has been working so hard to achieve TAMU standards for so long.

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As the President of the Texas A&M University Postdoctoral Association, I was alarmed to discover that the keyword "postdoc" did not appear even once in the MGT report. Though I understand that the affairs of the postdoctoral community fall under the purview of the Division of Research, which was not detailed in this report, the omission of our community entirely epitomizes the neglect and oversight that our community typically receives. Postdoctoral fellows and researchers are almost always hired into "Staff" positions. However, from a career perspective we are more akin in our needs to late stage graduate students or early career faculty. While the needs and goals of postdocs and staff often align (the need for child care, maternity/paternity leave, benefits, etc.), there are many other needs we have that are quite different from those of staff. Some of these are support for research funding (both directly from the University and assistance with obtaining funding from external sources), cross-discipline networking, and academic, government, or industry career development. We strongly support the need for the erection of a Office of Postdoctoral Affairs. I urge the administration to reflect on the fact that postdocs, as a unique group with unique needs, were completely neglected in this report (other than being included as staff). We would be happy to be part of the ongoing conversation, and hope that our inclusion as a distinct community can be productive and not any sort of wrench in the potential restructuring. Please feel to contact me at [REDACTED]

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I implore you to go back and do additional research at tamu on many of the topics covered in this MGT report. Coming from someone in the "weeds" of business & HR services, these recommendations are generic and not tailored to how tamu functions. Per your report summary, the interviews conducted were with university leaders. The university leaders are great at providing strategic initiatives for the university but there is no way for them to know what staff need in order to do their day-to-day work. Only the staff currently doing the work can fully tell you and per your summary, these individuals did not receive an opportunity to do in-depth interviews. You have an opportunity to gain a much clearer picture of the issues surrounding business services and HR by interviewing day-to-day workers such as the [REDACTED]

Staff Retention One of the main threats posed in the executive summary was turnover and retention issues with qualified staff. There is little focus on how this will be addressed in the report. Will there be any institutional change in staff wages, treatment, and professional development / growth?

How was Research Administration left out of this administrative report, specifically SRS. SRS should be restructured by function rather than member. The re-org that [REDACTED] implemented placing the VPR Research Administration office "reporting" to SRS needs to be reversed. TAMU Research Administration should not report to the office which they have oversight of... a "shared services office" (how was this approved by HR??)...this is equivalent to TEES, AgriLife, TTI etc... reporting to SRS. SRS provides mediocre services at best...and that is being generous. Faculty and staff have given up because there is no accountability in regards to SRS.

I think it's important to talk about staff who work away from BCS. The experience, expertise, and quality of work they bring to teams and the university, and their ability to maintain that work-away from campus. I am in support of alternate work location for inside and outside of the BCS community.

The SWOT analysis of the MGT report seems to present a huge wealth of information that wasn't included in the rest of the report and garnered little to no recommendations mentioned elsewhere. I would be more interested to address the institutional culture concerns raised in this area and have serious questions as to why they weren't addressed at all in the rest of the report. Namely, it seems to come up several times in the weaknesses and threats areas that the culture at TAMU is unfriendly to those who do not fit a very specific profile (at all levels, student, staff, and faculty). Yet the closest the report gets to addressing these concerns are to strengthen recruiting/retention, and create a position that will better address faculty needs. Both of these are valuable recommendations, but where is the recommendation to lower the incredibly extreme and unwelcoming emphasis on "tradition" that TAMU is so married to? Ignoring this elephant in the room makes it feel as if some of the recommendations in this report (combined with the incredibly fast turnaround, and fundamental misunderstandings of current university workings in several area - such as the libraries) makes it appear as if, at least to some degree, the "recommendations" of this report were pre-determined. I would like to know more about why this report was commissioned and what the original intent was. I also fear that the consistent emphasis on efficiency will prioritize cost-cutting over student success.

Changes and growth are good as long as it doesn't sacrifice the good that is already being done and the people that already work hard for the University.

I walked out of JK Williams everyday for a year thinking to myself "what will I do with all this potential?" This report represents a centralized effort to position TAMU as a world-class and preeminent university in line with the resources that substantiate wide-spread investments to do so. I am thrilled to be a part of the change that I have been hoping to see at TAMU since I started in my role in March 2019. Please be bold in the implementation.

This is my overall feedback that will encompass most of the other sections. I don't understand the logic behind University Studies becoming a department within Arts and Sciences. I am more inclined to have it listed as a department within Education. The Transfer student is proposed for Strategic Initiatives. I don't fully understand the rationale. However, the university should initiate a state-wide effort to address the need to make transferring between 4-year and 2-year institutions less cumbersome. With less students choosing Teacher Education as a major as incoming freshmen, how can Texas A&M address the K-12 Teacher shortage? Texas A&M can influence this matter and manage this workforce/pipeline issue. It is essential to help our students understand the demand, the need and long-term consequences. Career Services is a collaboration internally with student affairs and academic affairs. Externally, career services engages with employment organizations, i.e. local, state, national, international, public, governmental, non-profit and etc. The goal is to be a part of the workforce pipeline. It is essential to communicate current market trends and data throughout Texas A&M University to the administration, faculty, staff and students. This is a major project management issue involving communication, partnerships, teamwork, and collaboration.

The theme of the report was centralize as much as possible. While centralizing does help in a lot of ways, it can become too rigid and doesn't allow for as much flexibility.

I feel that there has been a lack of transparency throughout the process of developing the report. Some changes that tie directly to the report were made while the report was being developed (i.e., Dean of Faculties leaving, new Office for Undergraduate Recruitment, other reorganizations), which makes me wonder if the report findings were driven by directives from the president. It appears statements that no one knew what was going to be in the report were misleading, which leads to distrust and gives the impression the feedback provided was not used properly to guide the



report. Many staff and faculty feel blindsided by the findings in the report. More explanation and openness is needed from the President's office before making changes to avoid alienating staff and faculty and risking high turnover due to dissatisfaction. The more we know about why changes are being made, and the more voice we are given in how the changes are made, the better the chance of getting people on board.

While tackling all of these recommendations may be near impossible to do efficiently, I would recommend focusing intently on the IT and Financial initiatives in the near term, and planning many of the others follow. The unification recommendations for IT and Finance, in my opinion, are foundational to the success of any institution, let alone one of our size. While many of the other recommendations are also important, especially those around student success, it is difficult to build a house on a shaky foundation.

Sad to note that Diversity, Equity, and Inclusion (DEI) does not feature in any of the above "major" items for feedback. The Executive summary clearly sends a message of disregard for DEI. And if one was in doubt, the suggestion to use existing DEI budget to "invest broadly in education-focused endeavors for the entire student population" tells it all. 1. I strongly suggest the above is not followed. 2. The demotion of the current office of VP of Diversity to one without a direct reporting line to the President does not augur well for the DEI nor for the TAMU's DEI public image. A serious rethink is required.

Thank you for your efforts, and willingness to review feedback.

I am disappointed that the report ignored the efficacies that were created during the covid 19 pandemic. The report lacked imagination and the latest research. It is pushing for the same old ideas of centralization instead of encouraging the university to leverage technology to become more cost-effective. For example, we can solve many infrastructure and parking problems by encouraging more flexible work-from-home arrangements.

Student Affairs SWOT Analysis (p. 111) "One of the most important roles of Student Affairs at TAMU is to uphold tradition. It was clear that the Aggie culture presents a foundation of shared traditions and values that create cohesive identity for students, staff, and faculty. The Corps of Cadets is part of the school's culture and student body" (p. 111). As a member of the Division of Student Affairs, I wholeheartedly disagree that one of the most important roles is to uphold tradition. Student Affairs includes so many other facets of students that are, quite frankly, more important than the "traditions" of Texas A&M - Disability Resources, Women's Resource Center, PRIDE Center, Multicultural Services, to name just a few. It would behoove the University to identify what we mean by "traditions". It has been repeated by students that the traditions at A&M are not inclusive (RE: SERU, campus climate). We need to be reviewing the traditions, enhancing them to be more inclusive and accessible. The Corps of Cadets has approximately 2,100 students. While this is a large amount of students, let's compare to other organizations: Fish Camp typically serves around 6,000 incoming students annually with over 1,100 student leaders supporting the initiative SGA has over 1,000 students participating when you include their commissions and committees Fraternity and sorority life has over 6,000 students (almost triple the amount of students the Corps of Cadets has) It is time for the University to understand the changing demographics of the student population, rather than to hang on to the militaristic past. "In addition, weaknesses were identified in the content of orientation, accountability of student organizations, and clarity in organizational structure. Student organizations have a wide latitude to make decisions and lack the necessary training for a true educational experience" (p. 111). Seek context before making statements such as the above. Data exists at the University that states many students, due to their experience in recognized student organizations, have had a "true educational experience". "...a desire for a cultural shift from allowing students a large amount of freedom to run and manage student organizations with limited boundaries and guidelines to creating an environment that prioritizes leadership education as the primary reason for student organizations at TAMU. The Department of Student Activities is well-versed in student engagement, has multiple research-practitioner-scholars, connections and research practices with faculty, reviewed the relationship between the University and student organizations, created a document providing an overview of the rights and responsibilities of student organizations vetted by the Office of General Counsel, reviewed the Facilitator University philosophy that A&M has adopted, and regularly reviews advising assignments, surveys the 1,100 organizations, updates training, etc. Currently, Student Activities is developing an MOU with recognized student organizations and revamping the current three tiered system. Where is this identified in the report, though? "Threats identified within Student Affairs include the lack of oversight of student organizations and other student leadership activities. Other threats include the number of staff assigned to oversee student-run activities and events. Without intentional programming in every area of Student Affairs, the potential of losing the culture that is part of the Core Aggie VAlues is a threat" (p. 111-112). The Department of Student Activities (SACT) has requested a new position for Fish Camp for the past five (5) years, and still

does not have a position. SACT has requested an instructional designer to enhance student organization training for the past two (2) years, and has not received a position. SACT has requested a position in our Student Organization Development & Administration (SODA) area, of which there are only four (4) FTEs to support the recognition, training, risk management, travel, insurance, etc. for over 1,100 recognized student organizations. Due to budget reductions from the University, the LSC lost a FTE, reducing the opportunity for the LSC to provide additional trainings, as well. Lastly, it would behoove the University administration to understand what current initiatives DO exist around financial management, training, and curriculum. Peer Institution Practices (p. 119) Where is appendix E. Please provide this information to the University. Student Affairs Organizational Chart (p. 42 & 43) Comments: An Associate Vice President has been removed from the chart. Where did that individual go? Additionally, one Associate Vice President has ultimately seven (7) areas of responsibility while the other Associated Vice President has three (3). While recognition exists that each functional area is different and has different expectations, this is an incredibly unbalanced organizational chart. We should expect that a consulting firm have access to resources and references that are more current than 2007 and 2008. Placing outdated references that only connect with a perceived direction is not conducive to identifying a solution that has been vetted by experts and sustainable. Below includes resources and research that is more current on the topic. [REDACTED] How student affairs professionals learn to meet student needs and institutional expectations (Order No. 3706508). Available from ProQuest Dissertations & Theses Global. (1695275441). Retrieved from <http://proxy.library.tamu.edu/login?url=https://www.proquest.com/dissertations-theses/how-student-affairs-professionals-learn-meet/docview/1695275441/se-2?accountid=7082> [REDACTED]

[REDACTED] (2020) Revisiting Our Contribution: How Interactions with Student Affairs Professionals Shape Cognitive Outcomes During College, *Journal of Student Affairs Research and Practice*, 57:2, 148-162, DOI: 10.1080/19496591.2019.1631834 [REDACTED]

[REDACTED] (2020) Transformational Mentoring Practices: Students' Perspectives on Practitioner-Educators' Support During College, *Journal of Student Affairs Research and Practice*, 57:1, 28-41, DOI: 10.1080/19496591.2019.1614934 [REDACTED]

[REDACTED]. Involvement in student clubs and organizations matters. *Concepts and Connections*, 15(4), 11-13. [REDACTED]

[REDACTED] (2011). Influences of leadership program participation on students' capacities for socially responsible leadership. *Journal of Student Affairs Research and Practice*, 48(1), 65-84. [REDACTED]

[REDACTED]. The role of social perspective-taking in developing students' leadership capacities. *Journal of Student Affairs Research and Practice*, 51(1), 1-15. [REDACTED]

(2020). An examination of leadership development and other experiential activities on student resilience and leadership efficacy. *Journal of Leadership Education*, 19(1), 53-64. doi:10.12806/V19/I1/R1 [REDACTED] Advancing Student Leader Development Through Student Organization Advising and Institutional Support. *New Directions for Student Leadership*, 2017: 59-70. <https://doi.org/10.1002/yd.20250> [REDACTED] (2020). Group development and group leadership in student affairs. Rowman & Littlefield Publishers. [REDACTED]

[REDACTED] Co-Curricular Learning at Research Universities: Results from the SERU Survey, *Journal of Student Affairs Research and Practice*, 57:1, 90-112, DOI: 10.1080/19496591.2019.1644118 [REDACTED]

[REDACTED] (2017), Student Organizations as Avenues for Leader Learning and Development. *New Directions for Student Leadership*, 2017: 21-32. <https://doi.org/10.1002/yd.20247> [REDACTED]

[REDACTED] (2019). Leadership experiences and perspective taking among college students. *Journal of Student Affairs Research and Practice*, 56(2), 138-152. DOI: 10.1080/19496591.2018.1490309 Texas Higher Education Coordinating Board. (2015). 60x30TX Education Plan: Texas Higher Education Strategic Plan. Retrieved from <https://www.highered.texas.gov/about-us/60x30tx/> Recognizing the expertise of the staff at the University is critical - as well as understanding context. If context had been sought, the consulting team would know that: The Department of Student Activities is well-versed in student engagement, has multiple research-practitioner-scholars, connections and research practices with faculty, reviewed the relationship between the University and student organizations, created a document providing an overview of the rights and responsibilities of student organizations vetted by the Office of General Counsel, reviewed the Facilitator University philosophy that A&M has adopted, and regularly reviews advising assignments, surveys the 1,100 organizations, updates training, etc. Currently, Student Activities is developing an MOU with recognized student organizations and revamping the current three tiered system. Where is this identified in the report, though?

Thought 1) I hope we chose to learn from history. It does not appear that our institution understands the process of continuous improvement. That is a lesson most organizations learned the hard way during the quality revolution of the 90's. Chemical Manufacturer and other industries operating in Texas in the 1990s learned after multiple, expensive

failures, that before they could effectively measure performance, they needed to know what they were measuring and why they were measuring." Inconsistent transparency and a lack of strong operational analytics and performance metrics across units, colleges, and campuses creates operational inefficiencies as well as unclear responsibility and accountability necessary for operational success. The lack of existing operational data and analytics is a factor preventing the improvement of current processes, procedures, and resources use, particularly for units such as Facilities and Information Technology, which require accurate data to effectively manage the university's space, security, and technology needs." "Gather data on day-to-day operations of operational units and implement a system of continuous improvement build on performance analytics to understand where misalignment or ineffective use of resources exists." It appears that processes are rarely documented on this campus. I have not seen indications that process flowcharts have been developed even though many of our processes are highly repeatable. At a presentation to approximately 125 staffers on campus in 2018 the question was asked "How many of you have flowcharted your operations"? Two hands raised in response. We should know and agree on our processes to identify where measurement is needed and what should be measured. This is essential to monitor and scale improvement, particularly if expecting disparate groups to adopt and embrace centralized processes. We MUST know our processes and workflow to identify and modify organizational charts and lines of responsibility. Once needs are identified for each role, we can select the person that best meets each need. Essential to this process is to start with Why? Rather than with What? Thought 2 ) The report makes many references to Student success but provides no definition or frame of reference for Student success in the document. The definition of Student success is in dispute within the community. One camp holds that student success is measured by the percentage of students that manage timely completion of their requirements for graduation. Quoting From our Office for Student Success: 'A Vision for Student Success (2018) While Texas A&M successfully retains and graduates students at higher rates than most institutions in Texas, when compared with other leading universities it becomes clear we must increase student retention and graduation rates -- particularly for first-generation and under-represented students.' "Planning for Student Success (2018) To boost retention and graduation rates and lower achievement disparities, [REDACTED] convened a task force of students and university stakeholders charged with identifying ways to meet four important goals: " The second definition (well captured by Nazareth College) "The true measure of student success is how well you are prepared to accomplish your current and future academic, personal, and professional goals through the development of knowledge, a sense of responsibility and self-reliance, and a connection to the college and wider community. " The first definition focuses on the school. The second definition focuses on the Customer. It would be wise to consider the source of our funding. (Taxpayer funding and Tuition paid by families) The second definition also creates opportunity to develop future donors. Rule One of a continuous improvement process is to understand the expectations of the customer (external and internal). Thought 3. Outsourcing Dining, Custodial, and Maintenance services makes good business sense. The private sector can provide those critical infrastructure resources much more efficiently than a centralized bureaucracy. Great care must be taken to assure each person providing those services knows and believes that they are part of the Aggie Family and are critical to each checklist responsibility and our overall success. We can learn a lot from the REACH program.

With the exception of noting the outsourcing of Transportation and the Transportation department having specialized IT needs, Transportation was not mentioned in this report. There's clearly been a lack of planning on what should happen with Transportation Services. From my experience in this field, I can testify to the fact that outsourcing Transportation would cause an uproar from current campus customers. The only area that would make any sense to outsource would be the parking area because this is the only unit within Transportation Services which makes a profit. However, Transportation Services is mostly a self-funded department, so taking away the revenue-generating units from the department would require an increase in the need for direct university funding. Similarly, customers of Transportation Services already complain about the cost of parking on campus (and receiving citations for not paying on campus). Outsourcing the parking of Texas A&M campus would require an external stakeholder to want to buy into this responsibility and increase the rates customers are charged to allow for a greater increase in profit. Whereas Transportation Services gradually increases rates due to many factors, an outsourced company would increase rates to a much higher amount with each increase in a time frame much quicker than the current procedure. This would be detrimental to relationship between Transportation and its stakeholders. The theme of this report is to centralize everything. There have been times in Texas A&M University's history where centralization has existed (ex. centralization of IT). In our current operations, many of these areas which were centralized are no longer centralized because we, as a university campus, discovered this was not the best way to serve our faculty, staff, students, and other stakeholders.

Moving back to a centralized way of operating ignores the failures of the past and naively expects for the outcome to be different.

1. There are several mentions of challenges to retaining and attracting talented faculty and staff and the increasing job market offering remote job opportunities, however, a proposed solution for TAMU to begin to offer telework was not mentioned. This was a very well-received option that many many faculty/staff miss and wish we still had. Although I know there are challenges with this option, there are also many positives that come with this option that include attracting a more talented pool of personal, cost savings by not having to provide space, employee satisfaction, etc. 2. Although the academic realignment is sound, there could be an unintended financial consequence to TAMU by the academic realignment as it places current TAMU departments under Agrilife and TEES, which will reduce the overhead TAMU collects from research projects. 3. Diversity, equity, and inclusion was mentioned and plans were put in place for student recruitment and faculty via faculty affairs, however, there was no mention of a plan for staff. This was a missed opportunity to push the climate to be more diverse at TAMU. 4. I was employed at another university that undertook a massive realignment such as this one. The proposed realignment and concept was sound, however, implementation proved more difficult than anticipated and there were many unintended consequences that hampered the universities day-to-day operations. The university suffered in academic and research performance for years and employee morale was shattered. Although there was no timeline mentioned for this proposal, I hope the rollouts would be slow and strategic, especially for the academic realignment since it touches so many aspects of the university mission.

I question how this research was conducted. No one I know was asked for their input and/or interviewed. I feel that is does not rise to the standard of being unbiased. I also question how familiar this firm really is with higher education. The institutions they referenced as "peer" are, for the most part, not ones that I would consider "peer," nor do many of my faculty contacts. Is this already a "done-deal" as we have heard? Do we as people mean nothing to upper administration other than being easily-replaced cogs in a great wheel? It certainly doesn't feel like it, and, as our psychology friends are fond of saying, "perception is reality." Why has no one mentioned a retirement buy-out for long-standing staff as was mentioned for select, chosen faculty? Many of us will be 65+ in the coming years and have also accrued a great deal of institutional knowledge that will be lost when retirement occurs. It smacks, once-again, of the perception that staff don't really count and are easily replaced.

I moved to College Station in early 2019 to take a job within the system. To be honest, I knew little about the traditions of TAMU but quickly fell in love with the culture of Aggieland and TAMU. The core values of TAMU line up with what is best about America: Excellence, Integrity, Leadership, Loyalty, Respect and Selfless Service. Is TAMU perfect no, but where it fails is not at the system, policy level but at the human heart level of the people. Unfortunately, systems and policy can not change the human heart, what it can do is enforce the policies it does have. What one focuses on, is what gets magnified. I beg of you, to move TAMU forward by continuing to focus on the good, positive aspects of TAMU (traditions /core values) and not to succumb to the political correctness hysteria that sees racism around every corner. If the system upholds and affirms TAMU core values, and requires its faculty, staff, students and stakeholders uphold them, it will be able to withstand any accusations.

While this survey may serve as an interesting starting point, the lack of transparency about their methodology should give us pause. Did this firm spend time in these units, interview staff members, or do any research other than former student attitude surveys? Where did they get their numbers from? How did they decide on peer institutions, and why are the University of Nevada Reno and University of San Diego considered peers when their enrolment is less than some of our individual colleges. As an institution, is it wise to implement such expansive and expensive changes on such little evidence? Many of these recommendations could be profitable and helpful to the university, but I would say that further study is needed by more specialized groups. As a former Aggie, if I had turned in a proposal with so many sweeping claims and generalizations on so little research, my professors would have given me some very stern feedback.

In general, I felt there were many aspects of the report that did not seem to truly represent the Texas A&M structure that I see everyday. The survey results skewed heavily toward former students and the response rate was poor by many standards. I found it discouraging that the majority of citations of "experts" were over a decade old. I also question any study of peer institutions that does not include the University of Texas-Austin (our primary competitor for resources and students, dealing with the same legislative guidance as us) as one of our peers. I am not saying that there are no problems in the way we currently operate as an institution, nor am I saying that we should not seek improvements. I am, however, saying that I don't think the consultants in this case got a full understanding of the situation on the ground on campus.

I like the new direction of the president and the recommendations of the report. I hope there are changes within my unit that were not addressed by the previous administration.

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Fix the IT unit as described above, they lack good leaders who know what to do and how to do it, that's why they and their department have a large turnover rate.

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Texas A&M University has an indisputable reputation of being a research institution of global impact. As one of the largest universities in the world, and linked to numerous agencies of international importance, its role in shaping the future is obvious. An institution of that level or importance is worthy of pursuing excellence in bringing its culture and accomplishments to the world in a way that most places cannot. The true value of KAMU to Texas A&M has never been fully realized. We can take this entity and create a distribution platform for all digital content produced anywhere in the TAMU universe, providing access via streaming services and an app to content that can appeal to any interest of any Aggie anywhere. From athletics to engineering to medicine to the Corps of Cadets...the list is almost infinite. KAMU is perfectly situated and aligned to bring this unique opportunity to reality. KAMU can become a conduit for helping make an impact on real-world problems – directly fulfilling the Aggie Core Value of Selfless Service. Creating robust storytelling is a must for Texas A&M. As a Journalism graduate of A&M, and as one who has worked in various aspects to tell our story to the world, the missed opportunities and missed growth potential over the years is obvious and infuriating. It reflects a clumsy, visionless approach to communications. We are currently in a time with a golden opportunity to combine our storytelling potential via collaboration between KAMU, 12th Man Productions and the Viz lab. Under my leadership, we are creating an app on prominent streaming platforms for Aggies and anyone interested in Texas A&M to find the stories regarding all facets of the Aggie experience. Your mentality of centralizing resources shows this is the time for this grand vision to become reality. Combining the vast digital resources of KAMU and 12th Man Productions with the storytelling direction of the Division of Marketing and Communications while utilizing the vision and strategic mentality of the leaders of both of those units, a strategy and vision for success is within reach. We are poised to take the greatness of Texas A&M where people are ingesting content around the world. Creating a streaming presence for ALL digital content (not just limited to video). All of it can be curated to enhance our many brands. From archival storytelling (heritage, sports, traditions, etc.) that brings stories to life, to “all things A&M”, any interest can be satisfied. We are creating a facility and a platform for weaponizing content to tell the A&M story to the world. Through this, we will become a leader and an example for other universities of how storytelling can enable an organization and a culture to define itself globally at a level unforeseen to now. The linkage to the Division of Marketing and Communications is proper and vital to such an aspiration. We are perfectly positioned to see this vision through to reality, creating a legacy for our new President, as well as all aspects of this undertaking. We can create something special here and, more importantly, something that will positively impact the institution, our culture, our current and former students, and our region for decades ongoing. While the Aggie culture is known for its pride in Texas A&M’s unique customs, culture and heritage, effective storytelling that truly explains to the world what makes it unique has been lacking. We now have the ability to not only tell more and better stories about Texas A&M – we are uniquely positioned to bring it to the world as never before via current and future focused efforts. We can, and must, tell our story to the world in a way that only we can – with the proper nuance, respect and depth required to make the world know what we already take for granted. KAMU can provide the basis for enhanced production services efforts that help every aspect of the main campus, and all the TAMU System schools, take the stories that have local, regional, national and global impact to the world. This is much more than producing content and programming for our TV and FM platforms, it’s about providing a high standard of quality content, enhancing and elevating the quality and distribution of content already being produced all across campus and the TAMU System. All while continuing to fulfill our original mission of providing programming that serves the public media mission of informing, educating and entertaining our community.

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On page 30, the recommendations regarding Biomedical Sciences do not refer to the full name of the College of Veterinary Medicine & Biomedical Sciences. I am deeply committed to the success of the Biomedical Sciences Program, wherever it is housed. And, I look forward to remaining a part of the discussions and strategic planning moving forward.

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As a 30+ year employee, aligning Galveston into the overall University umbrella has seen its challenges, from a failed merger into the College of Geosciences many years ago, to the often shifted reporting structure and title of the (current) COO and Vice President. Regardless of any formal alignment, strong relationships have been built between critical leadership in Galveston with counterparts in College Station and the results have been very positive. The rationale for this new alignment proposal makes a lot of sense. However, this alignment goes much deeper as the report recommends "reaching down" into the Galveston structure and re-wiring departments to a different command

structure. Being 150 miles away, Galveston leadership needs to have some role in the new, re-wired structure. I don't know how that would work -- and I think that is the challenge of this potential change. Thanks for the opportunity for this feedback. Gig'em!

Executive Summary Pg. 2. The consultant team consistently found the university's operational structure is decentralized, resulting in ineffective use of talent and resources. The report does not prove that decentralization is ineffective. Pg. 2. Centralize the Information Technology, Human Resources and Organizational Effectiveness, Facilities, Marketing and Communications, and Finance units across the university to increase effectiveness and clarify responsibilities. This needs to be done with great care and all constituents need to be consulted before any large changes are made. I am concerned that a rush to centralize these departments will cause major issues and impede other departments from continuing to do their work. Pg. 2. branding and communication efforts I think there needs to be less emphasis on branding and more on communication. I don't really think there is a big problem with branding and I think focusing on branding takes away from serious internal communication issues. Pg. 2. A high internal staff turnover rate, a relatively small pool of qualified potential employees in Bryan/College Station, and the recent increase in remote job offerings nationally spurred by Covid-19 are also threats to retention. Outside of Bryan/College Station, the issue is better opportunities and packages (salary and benefits) from other local and national organizations. Were non-Bryan/College Station-based units considered in this review? Pg. 3. Given the ever-changing landscape of expectations for teaching, research, and service, it is of particular importance to provide the faculty a platform through which they can voice concerns and engage in discourse with senior administration. Staff should be provided with the same opportunity and rarely are in higher education. Pg. 3. Increase the university's direct support of the faculty by creating a Faculty Affairs unit that reports directly to the President and will focus exclusively on faculty issues. Does this exist for staff? If not, staff should have the same access and representation. Pg. 3. Large portions of the interview and survey audiences were conflicted about the university's culture and diversity, equity, and inclusion (DEI) efforts. If non-College Station/Bryan units were surveyed, some of this conflict might be due to the fact that some units are doing a lot in DEI and have been for many years. I think it is important to continue to invest in DEI efforts and recruit underrepresented constituents in all areas, including students, faculty and staff at all levels. Pg. 4. While this report does not make specific or detailed recommendations related to certain parts of TAMU, including the Galveston campus, Qatar campus, Government Affairs, and Division of Research, these areas were reviewed at a high level and key observations were made. What about Dallas, Fort Worth, and McAllen? It's unclear if the areas discussed in the report include those same units at these locations. Pg. 4. The student experience at Galveston is separate and unique from College Station and has various levels of connectedness with the College Station campus. I have a feeling Dallas, Fort Worth, and McAllen feel the same way. Centralization of marketing and communications does nothing without respect being shown on the part of the main campus. Pg. 4. Government Affairs is a small but effective team and coordinates well with the Texas A&M System Office of Government Affairs and functioned well during the most recent legislative session. Government Affairs should also be cultivating relationships with faculty across all units. Faculty can help make a stronger case for increased funding in specific research and community outreach (such as clinical affairs) areas. Pg. 5. Recently, TAMU utilized successful outsourcing models for dining, custodial, and maintenance services and, to a limited extent, student residences. I disagree with this statement. While it might be successful if viewed in the reduction of cost, it has not been successful in terms of those employees' satisfaction or retention. The high turnover and increased difficulty in hiring environmental services employees has caused custodial staff to be overburdened and they have struggled to keep up with their increased duties. By outsourcing these areas, those workers also feel less like part of the community they work in and do not have the same benefits that other employees of the university have. I realize this is becoming popular nationally, but those same problems are also present nationally. I think that this could lead to more resentment and a tarnishing of the A&M brand in local communities. Project Overview Pg. 6. Survey of students Did they survey any of the professional program students (current or former) from COM, COD, Nursing, Pharmacy, Vet? I don't think this could be considered a represented sample if they did not survey students from these groups or worse, lumped their opinions/results in with other students. The experiences of these professional program students are unique and unlike those of non-professional graduate and undergraduate programs. Processes and Organizational Effectiveness Pg. 9. the annual evaluation process of individuals to ensure cross-department collaboration and a culture of timely feedback. Evaluations need to happen more often than annually to be timely feedback. I think we need to get out of the mindset that evaluations are once a year and start doing at least quarterly evaluations for employees even if it's a less structured process or simplified form of the current annual evaluations. Survey Analysis: Pg. 87. Ten respondents did not indicate what year they became former students. For the purposes of this analysis, those respondents are grouped with those

who graduated in 1969 or before (7% of all responses). Why would they do this? They should have just thrown out the 10 responses instead of lumping them in with a random group. SWOT Analysis: Weaknesses Pg. 109. Lack of investment in and inclusion of other TAMU branches and locations. The focus of this report being primarily on Bryan/College Station doesn't really help with this. Pg. 109. Student Affairs is unorganized, does not oversee all of the correct functions, and could be improved with restructure. Is this specific to TAMU main campus or are they including Student Affairs at the branch campuses? I feel like this is a broad statement that might not apply to the branch campuses that have their own Student Affairs department that operate independently. Pg. 110. Data on former students and alumni typically do not extend past graduates' first jobs. Is this true of the College of Dentistry? I think we have a fairly extensive and active alumni network and probably have more data on our alumni at least. Pg. 110-111. Threats Many of these items, other than transparency, don't seem to apply to the College of Dentistry. Peer Review Pg. 124. Library Peer Institution Review The report's recommendation for the university libraries directly contradicts the structure that the majority of peer institutions have. Overall, the report mostly ignores the branch campuses and Texas A&M Health. It also ignores the history of TAMU programs and department mergers, which leads to recommendations that have been tried and failed in the past. I think some of the report's findings are valid even when I disagree with its recommendations. I think it is vitally important to discuss these possible changes directly with the affected departments/offices leadership to ensure that historic institutional knowledge is considered before making any of these changes.

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As a former student (Class of 2015) and a current staff member of Texas A&M, I would like to share my full thoughts on the MGT Report, its recommendations, and what I see are its strengths and shortcomings for this university. Understanding its stated goals, I believe many of the recommendations made in the MGT Report could help make Texas A&M a stronger, more inclusive university. However, I also believe many of the recommendations are misguided, misinformed, and would ultimately harm students, members of the campus community, and the university as a whole. The Survey Analysis lays out what I believe to be one of the major flaws of the Report. The fact that most of the input (75% of survey responses) was given by former students who attended Texas A&M decades ago and probably don't visit campus or talk to students. Texas A&M is — and should be — a much different university than it was in the 60s-2000s. The Report should focus on talking to current students, faculty, and staff, the ones who I believe the university primarily exists to serve. As a former student, I believe former student opinions should hold the least weight in determining the future of the university, as former students aren't the primary ones living, studying, and working at Texas A&M. Another puzzling factor of this report is that many of the footnotes lead directly to anecdotal evidence, theoretical higher education ideas, and op-eds. I don't believe Texas A&M should outline its future — and that of the 100,000+ students, faculty, and staff — based on these criteria. Texas A&M's priorities should be to better serve and develop students, recruit and retain Aggies, exist as an inclusive and welcoming university for students of all background, better reflect Texas' demographics, and strive to be a top public university in the United States. I sincerely thank you for taking time to read this and considering my perspective. I believe Texas A&M is a very special place and is doing some wonderful things for students, our community, our state, and the world. I hope we can continue doing that and keeping students, research and service to the betterment of the world, and Texas A&M's core values at the forefront of what we do.

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Overall, the MGT auditors have definitely provided a solid conversation piece to improve efficiencies at the university. However, my critique of the MGT auditors is when conducting their research they stayed at too high of a level to truly understand the units they were writing about. They should have interviewed the employees who are actually doing the work. In Lean Six Sigma training it's referred to, "going to the Gemba". The failure to talk to the employees who are doing the work is present throughout the MGT report. There are departments and units that are definitely misrepresented in the report. The next step after getting the feedback of employees is to go to the Gemba and understand the impact of the recommendations. Perhaps the comment period is intended for this purpose but I don't know if a lot of employees truly feel comfortable giving their remarks. That has been a constant critique, they have opinions about the report but feel they will be targeted if they provide their comments. To capture the buy-in of those employees, I think it will be imperative to have town halls to get the feedback. The MGT report proposes some big changes to the university and the more buy-in we have the better we will be able to implement. Overall, I believe Dr. Banks is on target with wanting to improve the administrative infrastructure at the university. This is a bold but necessary move and I support it. I know not all of my suggestions will be taken into account but the desire to move TAMU forward and a more efficient organization is definitely needed. There are too many people who want to keep doing things the same way because that is the way it's always been done. As our organization moves forward we need to be more nimble to adjust to the rapidly changing employment landscape. I am hoping this will be the first step for us moving in that direction.

Thank you for inviting feedback. Please do not see the blanks above as a lack of interest in the report.

The University police department needs to be properly funded, better staffed, and better equipped. Current patrol officer experience is an average of 3 years. This is due to poor staffing and poor pay and overworking. This needs to be addressed.

I support the need to re-position our institution . This is a beast of a journey. I am concerned about the Culture and its appetite for the transformation.

I am glad you did this. Some of the power structures here are archaic. Change is not always a bad thing and if we want to continue to pursue the core value of excellence, some changes need to be made. Just because something is tradition, does not mean it is a good thing. I feel many people at the top fear change because it means they have to become better. Make them change. They need to be better!

I have one note about Cushing Library - Changing it into a museum sounds like a splendid idea. It is the most rigid of the Libraries in productivity and has very minimal accountability. I have been told over my many years here that they are unsure of what all is in their collections and have not done an audit of said collections since I've worked here. There have been 3 directors that have tried to get those working there to accomplish this task but to no avail. More accountability and oversight would do them well, because I know there are amazing and praise worthy things within that building. On Diversity - I have strong personal opinions on this subject, but I will try to be brief. I strongly encourage TAMU to consider its stance on Critical Race Theory. In 2019-2020 the Dean of the Libraries Mandated DEI training that taught CRT. It was a year long training with several classes and lectures. TAMU is diverse, in every race and creed. I believe collaborating with the other campuses is a great idea and should be pursued. I also know that there are many in the Libraries that believe themselves to be activists, encourage divisive language and rhetoric, and discriminate diversity of thought, focusing on identity groups. These are not healthy ways to encourage true diversity and unity, and fight against a lot of basic Aggie values. Please evaluate the direction A&M is going in this area, because the past, although not perfect, is a great thing to build on, not destroy. Thanks for listening to our feedback.

For over 100 years, Fayol's principles have helped organizations improve performance, yet his tenets were largely ignored by MGT Consulting and the Martin+Crumpton Group LLC. It would seem that the people who created this document have little experience in managing people. Any basic Organizational Behavior course teaches the benefits of decentralization to a large organization. Decentralized operations provide increased expertise within each unit. Decisions can be made more quickly, as top management is able to delegate day-to-day decisions. Popa states outright that centralized management is "an inappropriate formula for the structure of large companies" (2020). She goes on to say that centralization can overload managers, decrease motivation, and hinder the ability to adapt to change quickly (Popa, 2020). For this reason, I disagree with the idea of centralizing Human Relations. There is peace of mind for employees who know who they need to call when they have pay issues or are filing FMLA paperwork. Different units have different funding streams, and my department, as an auxiliary has specific rules that do not apply to other units within the university. Moving Residence Life (DRL HR) to the university level would be a mistake. The fact that I know and recognize my HR liaison provides peace of mind, contributing to my effectiveness and efficiency at work. My team knows how to reach her, we serve alongside her on committees, and she is committed to serving DRL with our particular needs and rules. Those who created this document have disregarded the concept of span of control. The organizational chart on page 59 is absolutely ludicrous. There is no way any one individual, no matter their education or intellectual prowess, can effectively manage 22 people. In my opinion, whoever designed that chart has zero experience managing people and perhaps "Chegg'd" their way through MGMT-363. While larger span of control can allow a leader to have a larger influence on productivity, there are costs associated with larger span of control, including less attention given to each direct report individually (Smeets et al., 2019). This is basic management. The proposed new unit, "Business Services Units" need another layer of leadership, with directors, assistant and associate directors to provide manageable span of control. Popa, F. (2020). Ways of Manifesting the Decision-Making Authority at the Level of the Organization. *Ovidius University Annals: Economic Sciences Series*, XX(2), 741–747.  
<https://proxy.library.tamu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=edsdoj&AN=edsdoj.f34b36bff0e244dab1c86bc82629d075&site=eds-live> (2019). Performance, Career Dynamics, and Span of Control. *Journal of Labor Economics*, 37(4), 1183–1213.  
<http://www.journals.uchicago.edu/loi/jole>

In general I believe this audit properly highlights some of the greatest deficiencies that exist within this university. Some suggestions are easy to understand and are low hanging fruit. I do hope that we take corrective action so Texas A&M



University remains a premiere university and a top 10 university in the USA.

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"You only get one chance to make a good first impression." The new president has left the staff with the impression that she will lead with a "bull in a china shop" approach, making hasty decisions without thoughtful consideration of their effects, or the multitude of small details that must be considered in order to implement large scale changes well. It is not lost on anyone that the first recommendation of the massive report that she paid for, is that her office should be given more power. General consensus is that she has already made up her mind what she wants to do, and paid for a report that aligns with her wishes. She has not earned the trust of the faculty or staff, and no one believes that she will read this feedback, much less take it into consideration. This is evidenced by the low response rate for this survey, and the need of the president's office to repeatedly send out requests directing staff members to complete the feedback survey. Staff members are also hesitant to respond because they do not trust that their names and UINs will be withheld, and fear retribution for speaking plainly.

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After reading the report, references and citations I am concerned many of the articles cited are more than a couple of years old. This is not good scholarship. In fact if an undergraduate student submitted a research paper with old references, they would not receive a high grade on the assignment. Citing old sources, makes me think there is not current research or scholarship that supports the recommendations of this report.

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One of my ongoing concerns is how policies, procedures, and guidelines made for undergraduate education does not work for professional schools. I would really like to see consideration for professional schools included in decision-making.

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I appreciate that we were given the opportunity to provide feedback for the consulting firm's recommendations. The extension of the deadline to complete our feedback was much appreciated as well and it gives me hope that our feedback will be not only reviewed, but valued and will make a difference. The two things I keep here after people see this report: 1. Wow! Interesting. 2. Who do you think is driving this report? I'm an Aggie and also have worked at A&M for many years. Living in a transient community has been interesting. I feel like I am still a valuable part of A&M. I do have value and I hope I am valued. Thanks.

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Instead of addressing the pluses and minuses of each and every proposal in the report, I would like to submit a short but important comment regarding your evaluation and selection and announcement process for each of the proposals listed. As I know you are aware, Texas A&M is a very large University and BCS is still really a small town. Everybody knows somebody with access. And there is only so much confidentiality that can take place with such a large, emotionally charged proposal. Most of my colleagues have expressed to me that they feel or have heard that decisions on which items to implement from the report have already been selected, and already vetted through the BOR. I sincerely hope this is not the case. Consequently, I respectfully ask for you to please be respectful, honest, upfront and transparent with the reasons and rationale for accepting which proposals will be implemented and which won't and the rationale for this. If certain proposals are being implemented to cut costs, please be transparent and say that. If proposals are being accepted to further the 25/25 initiative, please say that. If positions are being eliminated to cost costs, explain why and where we are over budget and need to cut back. I have worked at the University for over 25 years and have personally been involved in Reduction in Force (RIF) processes. This was extremely difficult to tell individuals that they no longer have a job. Please remember each of every faculty, staff and student that will be affected by the decisions. Their careers choices, mortgage payments, daycare payments, car payments, student loan payments will be affected. Some may be thinking, how am I going to pay my bills. You are the President and most people will accept that that you have the authority to institute initiatives that you feel will better the University as a whole and most will accept the decisions, even if they are adversely affected, if they are dealt with in a honest way. I respectfully request that you just think of each employee of the University that will be affected by your decisions, as you decide which proposal to accept and implement and which ones you do not. It will go a long way toward a successful implementation of the initiatives that are a priority for you and the vision you have for Texas A&M. Thank you.

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As a part of an impacted department, I wish a meeting prior to the report detailing the report would have been provided. The manner in which we received the report created anxiety during a time in this country where anxieties have been tested.

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TAMU needs to focus on staff recruitment and retention, particularly by offering more competitive pay and benefits that are becoming industry standard, like remote work options.

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Academic advising at Texas A&M lacks a common philosophy or approach that ensures student success. Our decentralized approach to the advising profession leaves too many gaps in knowledge and training, negatively impacting

the student experience and ultimately institutional goals. Without a clear advising structure we see inconsistent standards, advisor inequalities, and no accountability. Many institutions in higher education have moved to a student-centered approach to advising as the role of academic advisor evolved with their campus. However, we find ourselves in a place of increased need for coordinated student success and without the infrastructure in advising to support it. Leaving student success to colleges (decentralized) has resulted in the following inconsistencies (based on a 11/2020 survey): 5/11 (45%) require first semester students to meet with their academic advisor 4/11 (36%) offer advising support for academic at-risk students 6/11 (55%) utilize early alert prompts 3/11 (27%) offer support to students with high hours 2/11 (18%) require advising support to juniors, 3/11 (27%) for seniors

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Please do not allow whiny faculty members to stifle progress at this university. This report is fantastic, and I hope the president will show true leadership in the face of those who resist change for the sake of resisting change.

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I greatly appreciate the communication, transparency and the opportunity to provide feedback.

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This report seems to be misguided on several levels. Given that many key entities were barely spoken with during the information gathering phase. Many sweeping assumptions were made and therefore guidance from this seems incredible.

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The report disappointed me in the lack of outdated concepts and references. To me what is absent is a strategic vision. What is TAMU aspiring to be? Is that aspiration arrived using shared-governance and community-building processes? The report indeed has sparked dialogue among TAMU community. From my perspective, such dialogue was often out of personal and institutional urgency --- not from a healthy place of readiness. Again, the strategic plan is unclear to me. I do understand the MGT scope was not to create a strategic plan. However, the MGT report identifies inconsistencies and alterations (some bold, some not) with previous TAMU strategic plans, aspirations, and visions. Maybe that evolves after bold changes within the TAMU community but my prediction (from reading and working in higher education) is this will be a difficult, uphill, and lengthy shifting for the institution. Respectfully submitted.

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If campus feedback was wanted it would have been included in the process starting with selecting the contractor and discussing the goals of the contract. Obviously, this feedback is just an afterthought and the new President is going to do what she wants. Again, she has no formal training, has never been a University President and has been told what to do by the Chancellor. She appears to have no philosophy about the role of a university in regards to education - and it appears she did not take enough non-science courses during her education or failed to absorb the non-science course material.

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Education today is incredibly expensive. When I went to school at got my degree it was \$13/semester hour. I haven't done the numbers, but about 8 years ago it was about \$265/semester hour. One thing that has changed is universities have grown wealthier, and expanded everything they possibly can on their campuses - but except for the STEM classes, I really don't see much progress in the quality of education. The example that I think mostly supports my view is the quality of public education K-12. Here at A&M we train teachers for K-12, and yet those test scores for those grades continue to go down. Sure, it depends on the kids, the parents, the school districts - but it's more than that. When I was hiring legal secretaries in the 1990's they all had to take spelling, vocabulary, reading comprehension and typing tests. I aced these tests when I took them, in fact they were so easy I wondered if I had missed something. And the people I tested that were my age and up to about 10 years younger also did well on these tests. Then when they were 15 or more years younger than me there was an obvious drop of test scores - and this was before PC's and spellcheck (which people now days like to use as an excuse for the lack of basic knowledge), we were on a Wang mainframe computer system. This concerned me - these tests were not that hard, were these people even readying anything in order to pick up on at least some vocabulary? This was at the largest law firm in Austin at the time. So I tried to find out what in the world had happened. And to be that honest with you, all the reasons are still slowly being unpeeled, like an onion, for me. I began to understand even more the hold Federal monies has over local schools during the critical race theory debates. Don't let A&M train teachers to further school our youth into this indoctrination abyss. A&M exists to give the best education available to those who want to spend the money or borrow on their future in order to get it. This should be the best not in just STEM, but in the basics, in the classics, in history, in civic government. The students who protest against hate speech - are they misinterpreting a difference of opinion as hate speech? Is that because they haven't been taught logic or critical thinking? Or are they far more interested in being activists than having a good education? So many of the far left ideas have come from academia, and everywhere I'm seeing universities turning on their own. I would suggest A&M take steps to not follow those.

I didn't comment on many areas because they do not apply to me and I don't feel like I have the expertise to comment. From talking to family, friends, and colleagues I can tell you that this report has left a lot of people concerned they will no longer have a job in December. This is a horrible thing to do to folks in the middle of a pandemic, and right before Christmas, where a lot of families struggle financially. Folks are really struggling with anxiety over this. I am ok with some changes, but I think this is all too much at once. More communication is needed with the community to alleviate some of these concerns.

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From a high level the reorganization appears very logical and many of the suggestions appear to have met with what was requested in the Executive summary background. However, after listening to USC, Faculty senate and listening to other discussions there are many points and questions raised that brought to light concerns that appeared have not been fully researched. Hopefully those with concerns will speak to those matters and deeper dives will be performed to ensure the suggested recommendations and changes have merit. It would be nice to see a staged in plan of any changes to make this a success so there is buy-in across campus. In reference to "Information Technology, which employs more than 300 part-time liaisons. This write-up is very confusing and misleading as its unclear if it is being written about staff across campus or those truly employed directly by IT. Since the wording "employed" is actually used, I will therefore be led to believe this is the student workers and not those in other departments outside of Information Technology as they would not be employed by Information Technology. The student worker program has long worked well. It aids hiring students who are enrolled at TAMU, a positive program, the cost is reasonable and often times these students go on to be long term staff. Many of them are performing entry level work and if they stay they receive raises and promotions like any other position. The cost is very reasonable and it's a win for all. If hiring students who have applicable degrees to the positions they often get true on the job training. In reference to "Recently, TAMU utilized successful outsourcing models for dining, custodial, and maintenance services and, to a limited extent, student residence". While it mentions they are gaining popularity the custodial services did nothing but decline after it was outsourced. Many staff were left to clean their own offices and other general areas. The consultant team's findings of searching for current organizational charts is valid. While staff can look in WorkDay this still does not clarify who does what or who is responsible for what. This has been a long-term problem. However, with constant reorganizations having the staff to stay on top of such information and keeping it maintained will be interesting to see if this is truly resolved. I'm led to believe this will be the responsibility of Marketing and Communications? Supporting metrics that centralization will lead to efficiency, or speed up processes such as with HR, Business or I.T., would be of benefit. Were considerations of a dotted line approach rather than a hardline reorganization considered for areas such as HR, Finance and I.T., though this is probably similar to what is occurring now, but with some strategic planning, coordination and focus groups. Again, emphasize on collaboration rather than reorganization. Are we looking to save money and cut corners or provide value service. Invest more in collaboration efforts of these areas rather than realignment. Finance has done a wonderful job providing monthly webinars on business matters and through the use of the "controller connection" educating business staff. This allows the business staff to work with their departments to keep matters consistent. There are similar processes for HR Liaisons. General observation is investing more in these areas, rather than cutting back. There appears to be continued concern that centralization of such a large institution will slow HR and business processes rather than expedite and improve. In regard to the Finance SWOT analysis. Emphasis on Contracts is not strong enough. This appears to be a staffing shortage and lack of communication across areas. Contracting is months behind due to lack of staff or so it appears. To see where items stand as far as procurement is fairly forward if you have staff who facilitate your purchasing in AggieBuy. The challenge is when contractual items are involved. Not all items are purchasing contracts or route through AggieBuy. There is a serious backlog of knowing where contracts stand. It appears there is a staffing shortage in this area and items take months to even a year or so to get finalized. Contracts appears to need staff so they can review, educate and probably look at a system that can communicate where items stand. In regard to the SWOT analysis for IT. Agree with this observation and threat noted regarding billing. The time and expense related to billing from Information Technology can be minimized. While some of it is necessary, there are large chunks that seem unnecessary. With appropriate time and effort dedicated to unraveling what areas and customers are truly billable this can be simplified. Probably would lead to more direct allocations and budgets to appropriate areas who can then expedite their purchasing and financial processes. HSC business and HR matters. The approach to try and combine these into certain areas has not worked. The continued struggles of having to work between two budget offices and coordinate matters is frustrating, some rules apply to HSC and some don't. HSC and TAMU have not aligned as expected and communication are lacking

It sounds like the responsibility of the Provost has been greatly diminished.

This reports starts with statements on how Faculty and staff talent management, retention is a critical issue. Nothing causes talent to leave faster than instability. All this report has done for Information Technology is cause those talented people to look at what options are available to them. "...a relatively small pool of qualified potential employees in Bryan/College Station, and the recent increase in remote job offerings nationally spurred by Covid-19 are also threats to retention..." and add to that the MGT report.

The Ba in Theater and Music needs to be a BFA to compete with other Nationally schools. I feel you should leave the Ba in Performance studies intact because the program could finally take off with a strong BFA track in Theater, Music and Dance. Having the arts to study is one reason this program hasn't done well since the merge 7 years ago. The Bryan/College Station area does not have enough Arts and Culture for the current students to watch and critique to them justice. With a performing Arts center Texas A&M can bolster the area Arts and Culture and also encourage other entities to come to campus and make community bonds.

I hope that A&M will continue to be a leader and embrace it's uniqueness. Changing to be like all the rest would be a big mistake. To me A&M is an amazing and welcoming place to everyone. We have seen at other universities embrace values that are detrimental and dangerous. While anyone who wants to be an Aggie should be welcomed with open arms and all views should have a voice we need to make sure we keep balanced and do not embrace the harmful "woke" culture.

I think the report is correct that A&M needs to increase the diversity in faculty and staff. The campus is not very welcoming to people of color. In addition, why would the university let [REDACTED] speak at Rudder Tower? He does not symbolize anything that I want our University associated with. And on that note, please take the racist statue of Sul Ross down. I also think that Flourish is a very successful program and it has connected me to staff in other parts of the University. I think it should continue to offer the staff resources that it does.

Regarding advising moving into one overall unit to meet students' needs: Currently, the HLKN course schedules are a team coordinated effort that is based on faculty workloads and student needs coordinating between the advising team, undergraduate and graduate chairs, and division chairs. As the course scheduler for HLKN, my question would be who would assume the course schedule needs for each department and how would we coordinate which courses would need to be offered if the advising team is not closely connected within the departments/division since the chairs that have to consider faculty workloads as well. Would scheduling become part of the advising responsibilities or stay at the department level?

1. First and foremost I am very excited about the possible changes happening in the A&M community. I find this initiative well needed for the A&M community and I look forward to participating in anyway leadership deems appropriate. 2. Consolidation and centralization of IT services is a must for any institution to be successful. This will allow for reduction in costs while unifying and improving services. I applaud this effort. 3. Any effort to invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens to create a more community friendly environments would be a fantastic endeavor. I support this whole heartedly. 4. One thing not mentioned in the report was the need to consolidate and centralize all Audio Video endeavors for the A&M community. A/V is generally over looked as its own technology discipline and is sometimes mistakenly assumed that typical IT/Desktop support teams can plan, install and support AV technology in an efficient manner. In my extensive experience, actual CTS certified A/V teams are necessary to provide the most up to date and efficient services and support for AV technology. As an 30 year experienced AV professional I strongly recommend that a consolidated and centralized A/V division within IT is created with the goal to improve A/V services for healthcare/telemedicine, education, and business endeavors. The proposed A/V division should be in close association with networking and telecommunication divisions.

I appreciate the opportunity to provide feedback and all you are doing to be transparent and make TAMU the best it can be.

TAMU deserves better from our contracted entities. It's time to element the wasteful behaviors and practices in which these entities operate, as a taxpayer and a steward of public funds, we owe this to ourselves and our students.

While centralization increases efficiency and cost effectiveness, it needs to be carefully balanced. I fear that centralizing too much, too quickly will remove the specialization and personal relationships that make Texas A&M the great place to work and go to school that it currently is.

No additional comments.

The biggest issue I have with reports like this is the consulting firm doing the report can interview all the people and do all the surveys they want to come up with the recommendations but they do not live in this community and they do not work in this university and they do not know the people. They is no way for them to get a true feel for the needs of this school. I will just ask this. If centralization of systems is so good then why not centralize all Texas public universities. Why have a president at each school? Just have one that oversees them all. That would save way more money.

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I only commented on topics that I have personal experience with and I'm certain that there would be a financial savings in some of the ideas to reorganize and group departments and colleges together. However, the concern I have is that by making the departments that large and grouping everyone together (regarding both the Academic Realignment and the IT suggestions) that there might be a loss in terms of ability to handle specific student's needs or handling the IT needs of a specific group or department, once everything becomes that generalized. In addition, when the word "anecdotal" is used to describe an example in the very first finding regarding the IT changes, that is a concern - that large changes are being made partially based on anecdotal situations. I would also have liked a more pro/con approach regarding the report so that we could see a bit more behind the thought process of the decisions that were made. Overall I would say I completely agree that changes need to be made and that there are certainly places where departments can be more efficient and that changes and reorganizations make a lot of sense, it's the large consolidations of departments that (while I'm sure it will save money) I'm not sure will result in better service for either students or IT support.

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Many of the items lists will take years to implement and do them right. Please don't think we can flip a title over to a new department and have it all just work. We have already tried that and it still took time to sort out all the details.

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Please make sure the goal here is not to do "change for change sake". Thanks You for the effort put into this.

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Overall, the proposed changes are a good and most are needed.

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It's gonna be an adventure.

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New faculties like Visual Arts and Performance is good to establish. Similar establishments are always welcomed

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The actual report itself it not a well written document. It contradicts itself many times and lacks true defining reasoning for many of the proposed recommendations. I am concerned that the mission and definition of many departments and programs are incorrect based on my tenure with the university. I believe that many of the proposed changes will actually create a less effective organizational structure.

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These changes are sweeping and drastic. This report and the changes already implemented suggest that the changes recommended have been in the works for some time. Making such drastic changes ignores the extreme stress that faculty and staff have have endured during the past two years. The level of anxiety that such sweeping changes has created is very high and makes the office of the President appear tone deaf and uncaring. While I do not know President Banks I do know that staff has received the message that we are not important, my hope is that this is untrue.

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Thank you for doing this. I think there is great promise in moving towards the changes specified in the report. In the past, I believe similar changes had been recommended by consultants or auditors. Perhaps the time for those changes was not right. I hope the time is right and we are able to get this done. However, this will be stressful. Even good things can be stressful, and change always is. Great care needs to be taken in communication and looking after personnel. I have seen change done in enterprises with little regard for those in the trenches. Thank you for the good communication we have seen so far. Please continue to communicate and show that you are hearing all of us, and I encourage you to excel even more. In my team, we are feeling that our job is fairly safe in the midst of all these changes. We have and continue to perform with excellence and the changes seem to promise only a better capacity for our team to do our job and do it well. But there are likely many who fear the changes may make it difficult for them to do their job well, or that they may cost them their job. Would the leadership consider a commitment to the faculty and staff that the changes will not put anyone out of work? That, should a position become unnecessary, HR will work with that individual to find them a suitable place in the new structure? I do not know if that is possible, but it will help a lot if leadership can communicate that, or some other additional and continued assurance (with teeth to it) that TAMU will look after \*all\* team members throughout this whole process. And again, thank you for all your hard work on this. We are an awesome, excellent institution and this promises to make us even better.

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Why bother? Nothing will change.

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Texas A&M is a great place to work, I'm really excited to be apart of the changed.

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While I see that the recommendations made are done to improve the university, I have to say that the timing of it all is very bad. Students, faculty, and staff have just spent the past year and a half in constant change, pivoting every time a new policy came along. As humans, everyone is already stressed and exhausted. To undertake such massive changes while the majority of campus does not have the capacity or reserves to be embrace more change is irresponsible and will result in diminished returns.

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This report in general did not convince me that the pros outweigh the cons of everything proposed. There were many suggestions that I thought are needed but many more that I thought would not work for different reasons. One of them being that the "issue" trying to be solved was not actually the problem (IT's lack of proper shared knowledge). The credentials of this company also claim that they had success with other schools but all of the schools listed are exponentially smaller than TAMU. Also, their sources are all mostly older than ten years. So much of academia has changed since then that they should be using the latest data. I do believe that with any change there will always be growing pain, but this report is not the way we need to move forward. There are too many different internal issues within each department, college, unit, etc. that consolidating won't fix but make it worse. Whoever this consulting company is, did not do a good job. They did not have a big enough of a response pool to accurately identify issues. There is a lot of historical knowledge held by staff and faculty members about failures and successes of all the changes that occurred.

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Overall this campus talks about being a good steward of energy and they have a few departrments working towards energy efficiency every day but they also have top tier management primarily in the office of the president or department heads, deans etc. that dont care about the total cost of ownership rather, they care about the first cost of install. I have have seen it time and time again where the people who are holding the money care about how the building looks more than how it functions. In one case it was suggested to use office equipment in a vivarium beucase of costs. I would hope that now having an engineer in the presidents office that engineers would start looking at building designs and fighting for the must haves versus the wants

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The very limited feedback time to the MGT report gives everyone the impression that decisions are already made.

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Thank you for the opportunity to provide feedback. We appreciate this and look forward to the ideas you opt to implement.

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Keep in mind that TAMU and Texas A&M Health have remote campuses.

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Thank you for providing this report and a way to provide our feedback in this process.

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A lot of these changes are significant, and should not be taken lightly, but I am sure that TAMU will be better suited for the future because of decisions being made now.

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I really think that the way questions were phrased, particularly with DEI, make the results hard to clearly predict what responders REALLY meant. If you ask former students if they think the university is headed in the right direction, people who say "definitely no" could either mean it is headed in a much too liberal direction, away from tradition, or a much too traditional direction, and unwilling to embrace change. When we see that there is such polarization on issues related to DEI, asking if we are happy with direction assumes we all agree about what direction we are going in right now. Based on reading comments from this and other surveys, I don't think all faculty, former students, current students think "life today at TAMU" means the same thing. I would please ask that these changes be made thoughtfully and with plenty of time. If we make ALL of these changes within a year, I fear life would be chaotic for many years to come.

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While I certainly grasp the benefits of centralization in some areas, I feel there should be some balance between these benefits and the added job satisfaction and confidence afforded by being part of a department with a degree of self-sufficiency. Especially with regard to the benefits provided by the present setup of HR and IT in our division, I hope careful consideration will be given to the consequences of losing these benefits.

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While I am not strictly opposed to centralized services, I do believe certain areas could be strengthened when looking to centralize so that the customer service is not lost, as happens to be the case. Designating a POC for each unit (department, center, institute) could be a way of making the user experience better, when looking to have centralized services (business, HR, IT). That way the POC could route to the POC of each centralized service to then pass along as needed for approval flow.

With regards to potentially outsourcing transportation. I would hope that that would not become the case. I think any of us who have gone to any events in DFW, Houston, and Austin can take a step back and acknowledge how efficient our system works. It is amazing how many people are moved around on the hour so efficiently - this includes game day and other special events. I would really hate to disrupt this system. Transportation services works with system members such as TTI to create the structure that we currently operate within, I would highly doubt any other outside vendor could do what they do. I understand that this campus organization does not get a lot of love - folks only like to complain about parking, etc. But after I spent 3 hours sitting in a NRG parking lot after an Aggie game.....it really made me realize what great service we have.

Instead of trying to add more majors or changing little things here and there, I think the university should focus on how to make the big things, like Engineering, Business, and Agrilife more known nation and world wide.

I think the centralization of things is just an error. The current administration is not looking at historical knowledge. What they are proposing is nothing new. It comes around every 5 years or so. The problem is we never learn from our mistakes. Centralization only divides the colleges. Just like bringing back the Journalism program. The Journalism program was dissolved a while back because it didn't do well. I can't see that anything has changed.

I don't know why our University wants to be "like " other Universities. Don't you want to be known for something different, not a cookie cutter version of UC Berkley or UT Austin? I believe the conservative nature of the University is what makes it unique. There are plenty of places where you can attend a liberal school but not many like us.

I think moving the Center for Teaching Excellence to Student Affairs better aligns the curriculum outcomes, work with fyex, OER, to increase in student success.

Transportation Services needs to keep their marketing, HR and IT staff in house. These units handle specific tasks for the department and do not have the resources to assist other departments on campus.

I think TAMU will end up with many more staff in the end.

I'm concerned about the restructuring of the Office of Diversity. It would not provide any accountability that would ensure units to continue work in inclusion, diversity, equity, and access (IDEA). It also doesn't provide for a President's Council for Climate and Diversity. We need continued funding for the Galveston campus's IDEA work that occurs outside the Office for Student Diversity initiatives. Without structure and funding, IDEA-related issues will be extremely difficult to address on our campus. Our peer institutions are typically providing more funding and improved structure for IDEA efforts. The proposals in the report would make us diverge from our peer institutions and effectively halt IDEA work at the Galveston Campus. I believe this would be a grave disservice to the campus community and seriously hamper the recruitment of a diverse student body and hiring of an equally diverse faculty and staff. I strongly recommend that you reconsider these proposals.

I am not an Aggie, however I find it ridiculous that this comprehensive review lists Aggie traditions as a strength and a weakness. Aggie culture is family, it does not "impinge" on anything. Nowhere else can you go to a school this large but feel surrounded by what feels like a small school community. There are student groups for everything. And what "all-male, military component" is this review complaining about? The Corp? There have been women in the Corp since 1974. If this review failed to notice that, I wonder how accurate some of it's other observations are. It's not a crime to honor tradition and progress at the same time. It doesn't have to be either/or. I hope what little of this review is helpful will be utilized and a kind no thank you to the rest.

The report was mostly too vague to give appropriate feedback. More logistical information is needed before making decisions.

I would like President Banks to address the campus and explain the vision of the path forward with this recommendation especially when it comes to possible layoffs.

DISAGREE. "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." "The Aggie culture" meaning what? Traditions? Commitment to Judeo Christian Conservative values--the "Aggie culture" does NOT need to change to accommodate a liberal viewpoint. • Lack of faculty diversity and poor retention of diverse faculty members both at the university and department levels. • University climate not always welcoming, particularly to diverse faculty, staff, and students. Enrollment of diverse students, particularly African Americans, is low. Student and faculty populations do not reflect the state population. • Perception that TAMU history and culture have negatively impacted student body diversity. TAMU has historically been conservative and slow to change regarding diversity issues. Fish Camp is an example of this—there is a lack of control over the content of the camp. The challenges of polarized politics have the

potential to threaten core values. The above is a generalization that does not recognize conservative black, Hispanic or other conservative cultural beliefs.

It would be more comforting to know that working groups of staff, that have been around long enough to know what has/has not worked in the past, have been consulted with. Also what works/does not work for already centralized colleges and their details. Instead of making these huge changes without consulting the people that are in the trenches or only consulting them with a survey, we would like to know the changes were made with very solid information. Also, if there could be more transparency on the metrics used and how this information was gathered by the consulting group. It is very vague in areas which makes it seem like there was a targeted outcome. More transparency would help to accept these major changes.

Our overall goal should be to provide quality over quantity in all aspects of our business if we are to remain one of the top universities globally. Please keep the employees and community in mind when making major adjustments and not just looking at the bottom line.

Comment about staff success, satisfaction and retention: as Texas A&M and the College Station community grow, I think TAMU should work to make staff work locations and schedules more diverse/flexible, in positions where an on-campus presence is not always essential. In general, this will allow more employees to manage their work-life balance, avoid "rush hour" traffic and the stress and wasted time this brings, and support critical parental roles (such as school drop-off, pick-up for young children). I think alternate locations and hours should not only be allowed, but should be encouraged or required within departments. This is one way that TAMU can recruit younger applicants, who are trying to grow their career and family at the same time. This will also allow recruitment to a broader community in rural communities as well as larger cities such as Houston, if commuting is either not required (remote position) or only required on certain days of the employee's choosing (hybrid position). During the first months of COVID, almost everyone worked from home; however, after that, the sudden "everyone back to work" notice was not well-received or uniformly applied. It seems now the policies on work-from-home arrangements are not consistent among offices or even among employees within the same office, which leads to dissatisfaction of staff.

TAMU is a good place to learn and to work. Being from Bryan, TX I have lived most of my adult life here. I am aware of the segregated past of TAMU, and its image still haunts people today. I have gone from seeing my grandmother, clean houses for white faculty, to attending TAMU in 1985 and not graduating from here, to celebrating my son when he did so in 2007. We have to work smarter, not harder, at changing the image and culture of the university.

Thank you for listening to the student, faculty and staff community, asking for more time to complete the survey. From personal experience, I see stakeholders who are engaged, and doing their due diligence in providing possible solutions, offering pros and cons, in order to continue to move the University forward in a positive direction. In times of change, in times of discourse, Aggies must rise up to demonstrate knowledge and acceptance of Aggie core values, to honor and respect this institution by engaging in civil and respectful communications and actions. Leadership, "fearless on all fronts", means making hard decisions at times. Exhibit 7: Ranking of Greatest Strengths of Texas A&M These results, to me, factually demonstrate a need (requirement) for a shift in how we are doing things, when items like a diverse, inclusive, nurturing environment, transformational education, support for student success, impact on the State, the Nation, and the World fall at 30% or below as strengths! Additionally, increasing community engagement is critically important in metrics on our visibility, as well as increasing potential for partnerships, for implementing solutions together, for overall success. Thank you again for allowing extra time for discernment and educated feedback.

I agree that streamlining things like HR, MarComm, IT, etc could provide great efficiency and make sure everyone is following the same rules and protocols. As someone who currently works in System Internal Audit, it is clear how much variation there is between departments on how these things are handled. And some colleges/departments are much more organized, have solid processes and procedures, and some definitely do not. However, I do think only having 'top level' people and removing all employees from these departments could cause issues, as a central location would not necessarily understand all the needs at the department level across the entire University. So some thought should be given to how best to marry those two needs (streamlines processes & procedures & oversight, with individual needs of colleges and departments and how much those could vary across a University the size of A&M)

It would be nice to know how many, if any of the people who put the proposal together are Aggies? I ask that because they seemed to have insulted everything Aggies stand for by saying that our traditions are holding us back. It comes across like they think diversity is the most important thing for a university. Diversity is important, but it should not be the main goal. I've been insulted and racially profiled more in the last 3-4 years for being a white male than I've seen, heard



about or experienced for ANYONE that is a minority. Is that this goal of diversity? We're getting more "diverse" but also more divisive. Instead of a diversity campaign, we need to push a unity (NOT uniformity) campaign.

A review like this was WAY overdue and I look forward to President Banks leadership. I still see much fat in various depts, even mine, that needs to be cut out, but everyone is afraid to document and terminate those that don't work. It's like a free ride and the money could be used for other things or saved, but some leaders don't know how to be leaders and either re-train staff, move them, or write them up for failure to perform basic duties.

I am relatively new to the TAMU System. I think the main value in TAMU is that a large system can work together efficiently and effectively to accomplish much for our students and as well as the development of new ideas by our faculty. In that vein, I believe it's important to really consider how extended campuses, such as the Law School in Fort Worth, are impacted by changes, specifically ones related to hierarchy. If a system is put in place that requires multi-level approvals at various locations, it can become burdensome to accomplish even the most basic, daily tasks. Efficiency AND effectiveness are the goals.

Finding #4: "struggle to find social activities that motivate them to remain in this area." Nature, cultural activities, and museums are severely lacking. I'm actively looking for jobs in cities that have better amenities, but it's also hard to bring talent to the BCS area.

Our retention problems are in no small part due to salaries. Incremental raises which don't even match inflation, a lack of upward mobility, and general low pay - especially at the low end. I have been here 7 years, I've been promoted twice. If the \$15 minimum wage passes, it will still be a step up for me. You cannot maintain high quality staff like this.

As a highly active research group, I also look forward to improvements in transparency related to issues such as contract review and account setup. Improved communication and work processes between SRS, compliance, EHS, and finance would increase productivity tremendously at the PI and staff level. If the vision of TAMU includes increased federal funding for clinical research, then investments in training and supporting faculty and staff are needed. There are many areas the training and support could focus on and a long term plan for implementation and assessment is needed.

I think this report presents lots of opportunities to review how things are done within TAMU, provide many efficiencies and promote more best practices.

TAMU hemorrhages employees badly enough- enact a vaccine mandate, and you'll see an exodus like you can't even imagine.

Payroll belongs under HROE. Everything that payroll uses to pay someone comes from HROE.

Being an Aggie used to mean something. Honor, respect, discipline. You had to earn it. More was expected and given. Now it's like Texas A&M is just another brand looking for the best way to make another buck.

Such extensive changes with every incoming leadership leads to confusion amongst the employees and students. It also leads to less faith in efforts being undertaken because new leadership might reorganize things again.

However, this is implemented the bottom line is who is the direct supervisor, if there is an indirect line, what does that look like, who sets the priorities, who signs off on all the paperwork, who does the evaluation, who approves the time off, etc. If positions have more than one area under the report, who decides where they go, who determines if the person fits under the areas when their job entails several areas, who supports them if there is shared administrative staff, where do they office, if a position is vacant who decides who fills it, etc.

If these movements occur, please do not make these changes through Reduction In Force then having people reapply to the newly centralized positions. We have seen this in the past and it has caused severe consequences, to include but not limited to: loss in trust between employee and employer; poor mental and physical health of not only RIF'ed employees but the supervisors who had to inform the employees; low morale; and overall bad reputation.

I would like to see the proposed President's organization chart, since it looks like more/different areas will report to her (Vice President for Research, Vice President for Faculty Affairs, etc.). Although the report contains recommendations, I truly believe that some of the decisions and actions were already made prior to the release of the document. I would have hoped for more transparency. Were university documents considered in the recommendations: Decade of Excellence: The Vision 2020-2030, Decade of Excellence: Strategic Plan 2020-2025, and Stronger Together: A Report by the Commission on Diversity, Equity and Inclusion? I'm curious about considerations of the funding streams/challenges of making these changes. The complexity of funding sources may make some of these recommendations very difficult to make. About the quality of the report itself: correct/update citations (inconsistent/incorrect format), correct typos, correct unit names, use more recent literature to support your recommendations. It also looks like you copied and

pasted in the Appendices (e.g., in Appendix 3, you refer readers to Appendix E). Arizona State is a land grant institution, and I'm not sure why University of San Diego was a peer institution (a 9,000-student Catholic University). We typically include University of Texas as a peer institution, but it is not included. The footer/ page numbering is inconsistent: MGT footers stop after page 7, page numbers are missing and there are two page 24s. I'm disappointed in the lack of attention to detail for such an important document.

There are several good ideas and positive recommendations in this report. However, this reports also contains several key recommendations that are based on very limited insight. A true cost-benefit analysis needs to be done before many of these recommendations are implemented. As with most change, the implementation process is going to be more important than the change itself. So far there has been no effort to justify or create buy-in by the faculty, staff, or students of this university. I want to be a strong supporter for positive change and improvements on campus and I'm looking forward to being a part in that process as we move forward.

I am unclear on how organizational charts are not available. This was a finding in the 2011 PwC report and Workday was implemented to rectify this issue. The org chart is in workday. Or are you saying that departments are not using the supervisory organizations correctly and therefore the org chart is not accurate? This should be a requirement. I am very excited to hear that staff will work together to create a common vision and core values for their organizations. This is welcomed - however, the lack of previous transparency on organizations provides some skepticism. If we really work together, this will be great. If leadership already knows what they want, then please don't just go through the motions. I am a long-time dedicated employee who is here for the greater good of the University, not just my department. All levels of the organization should be expected to model the TAMU core values and how this process moves forward has the potential to be epic! I look forward to transparency and trust in our dedicated staff and teamwork to move this work forward.

My feedback is in reference to the centralization of HR, Finance, and Marketing. My main concern would be if the daily tasks each of these areas complete would be affected. Will tasks take longer if they are centralized and report to their own department? Or will we still have the same quick service and access? I am very pleased with the convenience of having our own departmental HR, Finance, and Marketing staff members. They are able to cater to our needs and know the department. If they are centralized to a single department, would this change? If these departments are centralized, I would like to know the logistics on how reporting to these staff members would work. Thank you!

I think centralization is great as a cost saving mechanism. We must remember that the fragmentation started due to the inability of the centralized organizations to deliver. An effort like this without addressing the inefficiency would be a fruitless exercise.

We need centers that cater to under-represented population. Latino is the growing majority in this state, and the university has nothing in place for them. Nothing was mentioned in the report to address this. Only centralizing where it can lose the touch of some advisor being to relate to students at a more personal level. I asked my sister and other Puerto Rican former aggies if they received information about this survey and was baffled when any said no. Makes me question the population that this was filled out by or reach out too.

My feedback is primarily focused on the IT piece because that is where I work, and can speak to the most effectively. However the changes proposed in this report are very disruptive, and in some cases potentially destructive. If the plan is to improve the effectiveness of IT support at our University, and the improve security at our University, the recommendations listed in this report are not the correct path to achieve this. This report seems to focus less on improving the quality of support, and security, but more on saving money. Lastly this report was worked on for months to better justify the goals of the administration, and to provide justification for the recommendations. The fact that the Faculty and Staff were not given more than two weeks to gather our own data and justify our feedback is troubling. This leaves a feeling that our opinion is not really needed, or relevant in this process.

N/A

What is the metric for successful? With outsourcing of custodial/maintenance, it has resulted in low response time, low morale, loss of benefits, loss of voice. Also hard to hold accountable, high turn over of staff, etc. I think the "successful" implementation of outsourced custodial, maintenance is in the eye of the beholder. What have we give up to get this little in return? Housing partial outsourcing has been an absolute headache for anyone involved and even between collaborations of tamu, residence life, custodial maintenance outsourcing, and the public/private partnership. What would be the rationale behind outsourcing transportation, which already has a good foundation, creates jobs for students, leads in green initiatives, etc. What is the measure of efficiency? How does that compare to what is actually

effective? Was this all based on surveys and interviews? Were case studies of working systems studied? I think rather than centralizing, our work relies on collaboration and communication. These recommendations need to be the start of a conversation, but it appears that some things were already decided and started to be implemented before the report was released to the public or feedback was given. Also, in the future, we should be allowed more time to meet within depts, colleges, divisions to come up with a concise response as a unit if the recommendations affect our units. Was this survey swayed by opinions during COVID operations? Why was the Corps not evaluated as they are an integral part of TAMU?

N/A

We need to focus on addressing the following threats and weaknesses outlined in the SWOT Analysis: Weaknesses - Limited financial resources to recruit and retain talented faculty and staff. Not competitive enough with the marketplace. - Inconsistency in processes, problem-solving, tasking, and organization has created an ad hoc conglomeration of "one-offs" that make it difficult for individuals to identify their responsibilities. (In my previous position on campus, I literally did the job of three people, and half of my responsibilities were those of my supervisor.) Threats - Lack of faculty diversity and poor retention of diverse faculty members both at the university and department levels. - University climate not always welcoming, particularly to diverse faculty, staff, and students. Enrollment of diverse students, particularly African Americans, is low. Student and faculty populations do not reflect the state population. (As a gay, Latinx male, I seriously considered not accepting my position here at Texas A&M given its troubling history on issues that affected people like me, even as recent as 2016) Final Thoughts: We need proper space to do our jobs and assist students in privacy. Our office in particular have 2 or 3 people PER OFFICE and we're expected to advise students in this environment with little to no privacy. We need adequate space to perform our duties.

It seems that change is inevitable and that is not necessarily a bad thing. There have been many rumors around campus regarding staff layoffs and restructuring. Given that TAMU is the largest employer in BCS and surrounding areas, a mass layoff/reduction in force will negatively impact the local economy, which is still recovering from the impacts of COVID. Before making the decision to terminate employees, I recommend making cutbacks by attrition and reviewing positions that are currently vacant. I also suggest implementing a staff voluntary phased separation plan that would provide an additional incentive to staff that are close to or eligible for retirement.

I am a new employee this year starting during the COVID-19 lockdown. After reading the report, it appears that all recommendations will be favorable to the institution in terms of restructuring and building on keeping staff through prioritizing their strengths through advancement, new job titles, while increasing staff hiring to meet ongoing concerns and continued growth.

The report, at its beginning, indicates that it is a "high-level, comprehensive review." High-level and comprehensive are not words that belong together. This report seems to lack an understanding of the day-to-day processes of many of the areas it is trying to change. It throws out a series of recommendations without providing a solid foundation from the ground level of why these suggestions are expected to produce improvements. Further, I find it difficult to trust the recommendations of a report that cannot seem to keep internal consistency on what it is trying to recommend.

The Biology department is on an upward trajectory and has been able to achieve great success in spite of not having updated facilities or the appropriate amount of staff. Our staff do all that is expected of them and then some and we do an outstanding job of keeping everything running. The Biology department should stay with the College of Science and should be able to continue our upward momentum.

All positions, although many hold the same title are specific to each department or unit in which they work. We all have a focus of community, and know the departmental needs that align with our goals. Moving Biology to Ag seems to be removing core science from the college of science, and would cause poor collaboration for the instruction on sciences.

I have been working as a postdoc researcher for nearly 8 years in Biology Department, and directly training at least 20 undergraduate and 8 graduate students, my first hand experience is: this is very welcoming and friendly academic department, students could easily seek help whenever they need either from faculties or from staff members. In the lab I am working at, we published at least two peer review papers per year, and during the last cycle of renewing NIH funding, our proposal gain the highest score in the NIH agency. Certainly, there is room to improve, like IT services, but as far as academic service and achievement, I felt very strong this is a very good-standing department, I will feel sad if the department were dismantled in some way for some reason. [REDACTED]

I enjoy work in Biology Department. I have been working in the Department for 10 years and provide multiple international services. I have trained many undergraduate students and graduate students throughout multiple

departments at Texas A&M University. Further, I have trained students outside of the campus, including high school students in College Station. I think it would be good to keep this department. Thank you.

Change can be hard, but necessary. I am not opposed to the changes, especially if it improves the student experience, employee relations and the TAMU community overall. Most of the organizational administration and centralization of certain resources does make sense. I urge the committee to reevaluate moving of the Biology department and centralization of advising. Student success seems to be a large theme throughout the report, but the recommendations do not necessarily address how we can better serve our students, especially our first-generation, low-income students.

I was in the Army for over 23 years - so I have seen firsthand large organizations and how they work. The bottom line is that with Centralization comes standardization. Every department is unique with its own personality - so standardizing everything from IT to business services to advising will literally suck the personality out of each department. You can still standardize things without centralizing everyone - just like an infantry unit, and artillery unit and an engineer unit all LOOK the same (standardization) but all have their own unique personnel and personality because they are focused on a specific task. So make Economics look like Chemical Engineering look like Marketing but leave the business, IT, HR etc in each of those departments alone so they can better serve the needs of their unique department. Standardizing does NOT mean centralizing - and centralizing is exactly what this report seems to want to do. If you do not believe me, come spend a week with me and see the difficulties departments have to deal with in the arenas of business and IT - two functions that have been Centralized by our college in the name of "efficiency" when in reality have completely destroyed the departments ability to function with any semblance of efficiently.

A theme of this report seems to be that centralization of functions is always better and more 'efficient'. In an organization as large as TAMU, there are many reasons why decentralized services may serve students faculty and staff better. Decentralized support allows constituents to be known and supported in a way that makes this very large organization navigable and welcoming.

Imagine running a department with an entirely new, lower-salaried staff that may all have degrees but no real understanding of how things the Department is supposed to work. If this merger is intended to make our university even more great, I think it has already failed. This will result in good people (who have worked hard for this university for several years) resigning or being forced to retire. It's my hope that this is the beginning of many conversations regarding this topic but it seems the Pres. Banks is pretty set on doing this. I have to wonder if the people who were surveyed were actually members of TAMU? The companies used for this report don't know our campus or how great it has been all these years. I just don't see how most of this report will be a good thing for our University. I urge you -beg you- to please reconsider!

Overall, the report does not demonstrate the kind of due diligence in research needed to reach the conclusions and provide recommendations that are expressed in the report. There is need for more clarity and explanation of how conclusions were reached. There are internal inconsistencies within the report, for example the comments regarding outsourcing on pages 5, 115 and 116. The difference between communicating internally and communicating externally, needs and concerns of internal stakeholders as compared to external stakeholders was not addressed at all in the report. Having spent time in a commissioner's office of state government, it is deeply concerning to see the level of centralization being advocated in the report. The greatest complaints received from stakeholders involved their frustration regarding the lack of excellence and efficiency in services provided because centralization slowed down the speed of communication and specialized information was not readily available because it had to go through layers from a central office to get to the parties who could answer the questions with the detail and fullness needed.

We need to look at salaries and why we think we can get someone cheaper. When you have low starting salaries, your pool of applicants is not the same quality. I am on another campus and we have lost some great talent and getting ready to lose more due to lack of mobility and salaries. And it takes forever to replace these positions. We expect others to pick up the slack with no increase in salary and continue the additional work for months. Seeing issues with burnout. This has changed the culture on campus. Also if we want to see more diversity, we need to start at the top with our Board of regents, all the way down.

This report is done from a corporate viewpoint. It is not done from a Higher Education standpoint or an understanding of Higher Education. And it does not look at the structure and the purpose of offices and departments from within TAMU. The data sample gathered (response rate) from the survey is extremely low. It seems wrong to assume that these responses represent the general feelings and opinions of the University community.

I appreciate that the new administration invested time and resources into seeking new ways to align our institution's

efforts for maximum impact. For the most part, I am supportive of the consultant's recommendations and I see vast potential from their implementation. I would very much like for the staff to be invited to be a part of the planning and implementation as possible to ensure their buy-in and so they do not feel left-behind by swift moving train. Thank you for the opportunity to share my thoughts about the report's recommendations.

The report has a number of dotted lines suggested. How will conflicts between the priorities of the two (or more) bosses be resolved?

The report should include more information about the structure and implementation of all recommendations. TAMU advisors need to be included and consulted on any changes happening to advising structure. Top-down changes without adequate advisor input will hurt advisors and our students. What centralized advising structure are they referring to: college level, university level, something else? what does it look like, how will job responsibilities change (especially since there are other changes listed like merging science and liberal arts)? How will the change be implemented? Will we have to reapply for jobs and lose the pay/career/credibility/status we have already worked to build in our departments?

This entire thing is disgraceful. Lack of communication, lack of clear information, demeaning to faculty and staff after the university administration has already spent the past two years acting in a manner that condescended to their staff and belittled the work they put in during the pandemic. The bungling of the merit pay and salary letters in August 2020 followed by Junkins suggesting to people who asked about the situation for 2021 raises that they didn't deserve it. As soon as Banks was installed she began making moves that put staff in a position they weren't comfortable with by rushing the reopening of campus. Not even a suggestion of hazard pay for people who were forced to return to full-time in person work before vaccinations were rolled out and when we were struggling to maintain safety guidelines and faced with hostility from both students and staff over the guidelines. Instituting a hiring freeze when we were already hemorrhaging staff positions because of the working conditions and pay situation, and now wanting to remove and demote faculty positions because the upper administration doesn't believe the service they provide is valuable. This report makes it glaringly obvious that the administration does not understand the challenges that their faculty and staff face, and the way it was conducted makes it additionally obvious that they are not interested in learning.

I'm all for positive change and growth but I hope and pray that implementation of the proposed changes are not done at the detriment of the lives of people that have dedicated years of their lives to TAMU.

The critical issue of 20% of the employees who are over 65 could be expanded to those who meet the rule of 80 (ie. those 55 years old with 25 years of service). It is good to recognize this, but another to understand that some of the new hires are not receptive to take mentoring advise from this older group. This is from personal experience in HR mentoring and other areas. Although we have the knowledge to share as we try to mentor with good information, the mentee will disregard or infer we are not at the level to offer such information. My question is "why" ask me if you do not want to hear the correct information and proceed to make the error. The mentee knows best! It is only when the transaction / action / or process blows up/ goes wrong that our previous knowledge is valued. Oh, now they come back to me to ask how to fix it. At this point, management gets involved and asks the mentor to fix it, figure it out because the mentee dropped the ball or approved without reading the policy and regulation associated with it. I have been asked to write internal guidelines to "share" my vast knowledge on numerous topics, but those fell to the side and still have not been approved. My supervisor was excited and happy about these, but it stopped their. Guessing upper management so no need. Months later, these were not even acknowledged as valuable or shared to assist in training others. New topic: I agree diversity needs work. In my opinion, the COM Diversity leader is unsuccessful, ineffective and offensive at times in his delivery. Since he was employed, his diversity team has constantly exited. With a mass exit like this over and over again, something is wrong at the top. I tried to be as truthful as possible in my opinions. I have been employed within the TAMUS (and in several different members) since 1999, so I value the organization and hope for its success.

Consolidating Art Related programming can be a good idea if it is being used to leverage funding to build a Fine Arts Center. Our Theater Complex has not grown since 1972 and our enrollment (Demand) has more than doubled. Not a lot of student Meeting Space has grown since 1972. It would be nice if all the floors in Rudder Tower except the dining on the top floor and the 1st floor were dedicated to meeting space. Even the addition of student meeting space in the 2012 MSC Renovation and expansion did not keep up with the increased enrollment. It added a few additional rooms and a great Versatile ball room.

I mentioned this previously, but it seems like it contradicts itself by suggesting centralization and then creating so many new colleges, departments, programs, and offices. It feels as though in same ways it looks at this report in a TAMU-CS specific approach, and then looks at it as a system approach. Overall some great suggestions were made, but the

logistics are to be considered of many of the big moves suggested. TAMU is a rather large school on its own, so some of these approaches may not be as reasonable in practice as they are in theory.

Great plan. I think as both a Former student and a current University Employee that it is a much needed reform. Specifically in the areas of Academic realignment within Liberal Arts & Sciences and creating a Journalism Dept. As a communicator in Athletics, I see a great need for updating Marketing & Communications areas and would see in the 21st century of technology that Texas A&M MUST make an effort to incorporate KAMU into the main aspects of both academic and marketing opportunities. We are just way behind the curve here and moving this building to be part of a central Communications & Marketing Dept. hub where journalism is not only taught, but practiced is a win for academics and storytelling for Texas A&M's future.

While I appreciate the efforts to collect data and provide recommendations, I feel this was done too quickly. Many of the recommendations affect staff who were not consulted or interviewed in this process. Those who actually do the day to day work to ensure student success were not even thought about. And frankly, in order to make sweeping recommendations such as these, I believe the consulting team should have taken 6 months to a year to fully understand the workings of the University. A lot was left out. Texas A&M University has been and still is a very successful university. This isn't by happenstance. While some changes are needed, I believe we need to really take a long and careful look at what we already do and only make changes where necessary, not for the sake of just making changes.

I support shared governance. Taking that to the next level would be adding a Faculty Regent and a Staff Regent to the Board of Regents. Regarding DEI, it is difficult to recruit underrepresented students and faculty heavily due to two key challenges: campus climate and representation. As an example, the students who need to feel welcomed here at Texas A&M made their feelings well known about the Sul Ross Statue and the significance of its removal. In equal measure, the institution demonstrated that the statue was more important than the opinions of students of color. Furthermore, it was alarming to learn that a Sul Ross focused, non TAMU group was allowed to participate in all summer Fish Camps in 2021. No amount of money allocated to recruit diverse populations will be a good investment if the root causes of the campus climate problem are not adequately addressed. Without a sound campus climate, it will be difficult to achieve better representation. Representation is vital to attracting a diverse student body, faculty, and staff. Representation is powerful because people must see themselves fitting in, serving in leadership roles, and contributing to the greater good. Speaking of representation, the race and gender diversity optics of the new administration is quite low. This may further limit the ability for the university to be successful on this front. I do not understand the decision to omit the University of Texas, our chief competitor for students, from the peer review analysis. There are multiple places in the report where it felt as though information conflicted. For instance, there are different numbers used for which leadership was interviewed. The report rightfully calls out where communication can be improved. However, the overall communication from the executive leadership during this transition has been disappointing. During times of crisis and change, leaders communicate more. More frequently, more intentionally, more urgently. This failure to communicate is devastating campus morale and productivity. There may indeed be a grand vision ahead! We will need motivated and engaged employees to make it happen. For the sake of the entire institution, find a new way to execute the process and communications and truly engage with campus stakeholders.

Please communicate to staff involved in merging units how the implementation of these recommendations would affect their employment status.

As an academic advisor in the College of Engineering I do not support a centralized advising scheme. Our degrees are so complex that trying to learn all of them or even a few departments is not feasible. We in Computer Science and Engineering are responsible for 3 majors. That is a full-time job in itself, I can't imagine trying to be responsible for different other majors. We have faculty advisors that we need to stay close to since they answer the technical questions that we do not have the know-how for. Thanks!

Centralization, which is at the heart of these recommendations, can provide many benefits when executed correctly. When executed poorly, especially if devaluing the organizations losing indigenous support elements, organizational walls get built up and advantages vanish. You will need a strategic change management mindset and persistent and continuous messaging that emphasizes our core values and core education and research missions of the University. Consultants might help, but you also need some trusted vets who have been a part of and led large organizational change...and there are several sprinkled across the university.

I hope everyone is doing well and will not let us go. Thanks and have a wonderful and blessed day.

This report does not give me confidence that the proposed changes have been thoroughly vetted, nor that adequate effort has been made to get stakeholder perspectives.

This has me concerned. Will I still have employment....I have nobody but me, so if I lose this means of support, don't even want to think about that. I am concerned that proper research was not conducted thoroughly enough. Much more thought and consideration are desperately needed in many of the areas. Many, many people are not very happy with the recommendations.

The Executive Summary refers to concerns about the University's DEI efforts. I share some of those concerns. As stated in the findings for the Provost Office, with similar comments in other sections of the report, "The demographics of student enrollment at TAMU do not currently mirror the demographics of the State of Texas." Replace "student enrollment" with "the football team" and suddenly the question is about skill and merit instead of ethnicity, socioeconomic status, gender or sexual orientation. I firmly believe in inclusion. Any prospective student should be welcomed as long as they possess the academic aptitude to succeed. In contrast, diversity is not by itself a reasonable goal in all circumstances. Lack of representative, demographically mirrored diversity is not automatically an undesirable condition provided no one is unjustly excluded. Forced diversity is artificial and a disservice to all involved. I agree that some portion of current investment in DEI would be better spent on "education-focused endeavors for the entire student population." The constant focus on growth concerns me greatly. The student body has doubled since I was enrolled and that has in some ways adversely affected the overall campus environment. One no longer hears "Howdy!" from passing students when walking across campus. They rarely make eye contact. In many ways, they have been reduced to numbers. "Growth for the sake of growth is the ideology of the cancer cell." — Edward Abbey, *The Journey Home: Some Words in Defense of the American West*

Very comprehensive review. I look forward to seeing how these findings are interpreted and which ones are ultimately implemented.

Once again we are seeing consultant recommendations that focus on 'streamlining' and making administration more efficient' without focusing on the customer/employee/student outcomes. Consultants that want to force higher education into a set framework based on corporate models.

This is an aggressive plan. I am thankful for the chance to provide feedback.

The university needs to hire more workers and focus on keeping them happy. I agree that younger workers need opportunities to grow at A&M so they will stay at the university. As a staff member in my 20's, it makes me happy to hear that the university wants to put more effort into keeping workers for the long term.

From my perspective as an employee and a current graduate student, I agree with the high-level findings. After reading the report, I feel like many of the organizational and administrative recommendations are backed by sufficient research; however, most recommendations that concern students or DEI are not. These recommendations lack critical analysis, relevant research especially from the literature, and are misaligned with our peer institutions. Student success was largely missed within the report as well. HIPs are not the end-all for quality educational outcomes nor provide for all of our students. I was incredibly surprised to see no mention of our Latinx population, first generation students, or other minoritized students/staff/faculty at this PWI - this is the "conflict" about culture and DEI as well as struggle with talent management mentioned in the findings. Recruitment is not the solution if we cannot support our students. Framing persistence from a deficit-view or providing for "all" students instead of specific populations is why we already have these problems, and these recommendations do not address student needs.

As the saying goes, "From the outside looking in, you can't understand it. From the inside looking out, you can't explain it. The University may benefit from some of the proposed changes and enhancements. As a whole, I don't feel everything needs restructuring. Stripping the departments of their Finance/HR areas is going to result in them receiving less services. Removing Auxiliaries from Student Affairs is going to result in lost funding. The other education will suffer. Programs will be lost.

Some of MGT's ideas make sense to me, but not their suggested implementations or their assessment of the assets they recommend dismantling. On the heels of an unprecedented difficult time due to the pandemic (and moving online), a few short months, limited conversations, survey questions that don't represent the full value or complexity of the university's current organization makes for recommendations that need deeper study/input from students, faculty, former students and staff. The vantage point that these issues should be vetted from are: what serves our students best, what serves the State of Texas best and who is going to pay for it (many of our donors are very unhappy about the proposed changes, which likely would impact future support). "Efficiency" doesn't often align with "effective", where

these two objectives can't be met concurrently, I hope we value "effective" above "efficiency" – in part because we can afford to pay for effective and because it's the best possible choice.

I recognize so much of this is housecleaning. I also know these recommendations don't necessarily imply future direction for the university, but rather, they clear the path for effective and efficient movement forward. I am happy to see a "bucket" for the Hispanic Serving institution as we are teetering on the precipice of that designation. I truly believe that strategic plans need to be laid in anticipation of hitting this important threshold and hold this is a sign that we'll be poised and prepared for that.

Thank you for underscoring the importance of the fine arts, not only as part of the student's university experience, but also as an enrichment of life for the community at large. That this report made such particular mention of the role of the university and the university community in providing fine arts programming for all was incredibly encouraging. Having lived in college towns across the country for most of my life, upon my relocation here five years ago I was surprised at the lack of rich cultural and cross-cultural experiences available in the Bryan-College Station community. As a fine arts major myself, I was also dismayed to learn during my time here that the university apparently had no interest in fostering the arts under the auspices of the institution, given its current limited course and program offerings in those areas. I am excited to see the university strengthen its fine arts and liberal arts programs, including journalism, under the recommendations of this report.

Moving forward, please involve staff in the decision-making process, as well as any implementation teams that are created to achieve whatever changes are made.

Overall I found the report to be lacking in substance/real solutions and a deep understanding of university functions, operations and culture. A lot of buzzwords, no real meaning. Noting that we can better address diversity gaps through relocating units is preposterous and makes me doubt everything in the report. Putting Athletics comms under MarComm is ridiculous and also shows a fundamental lack of understanding of how things actually work here. While I'm for centralizing in some key areas, it just seems like they think moving everybody around is going to solve problems that go so far beyond who is where. I agree with the assessment across the report that lacking coordinated strategies across the university has hurt us and made our jobs more difficult. But literally everyone already knows that. What bothers me most is that only 60 people were interviewed. We have 17,000 employees and 73,000 students and only 60 people were interviewed? How is that okay? I think I stand with much of the staff I've spoken to as well as commenters online in that this report is total garbage.

Change is good, but should be subtle and necessary. It should make sense and include a voice from all stake holders. And, it should be with an open mind and active listening.

Much of this report commissioned by the President's office unsurprisingly supports the consolidation of power to the President's office. A big power grab.

I filled out the facilities and finance sections of this survey but the comments extend to IT and marketing as well. In short, a lot of the athletics operation is vastly different than what campus does or even knows how to do. That's not an indictment on the campus's operations it's more to point out that the athletics operation is extremely specialized and the staff that is hired in the department is just as specialized. Rolling up their reporting to campus in lieu of the AD will do more harm than good to the Athletic Department.

Were any surveys sent to those on Galveston campus? To push a smaller campus into the plans for the College Station plan would be a disservice to faculty, staff, and students.

An organization can be centralized and be good or bad. An organization can be decentralized and be good or bad. It depends more on how leadership communicates with their staff, keeping EVERYONE accountable when they are not implementing the vision. Centralization is not the panacea this consultants make it out to be.

My small research group works largely independently and has unique needs in terms of staffing, HR, and IT. We too are focused on retention and passing along institutional knowledge as people retire. Better salaries and the chance for people to continue working from home part time would help us hire and retain talented staff. This report sounds like we'll be spending far too much time dealing with centralized groups that do not understand our mission, how we work, or what we need.

recommendations attract synergy desperately needed to optimize organizational effectiveness. establishing one leadership team and allowing the operations to be independent of financial reign will enable impactful and long lasting change that is essential for Texas A&M to relish in truly being the leader amongst peers and a beacon for employees to flourish.



The assessment stated that it was already difficult to retain good staff, yet.. mainly due to competitive wages outside the university. What are you doing to discourage leadership from gutting the current IT budgets to reduce the budget loss when consolidation occurs?

[para] I believe that many of the proposed centralization of services could be beneficial to the organization and effectiveness of the university. I am both a staff member and a graduate student and have found the university very difficult to navigate, given the high level of decentralization. However, I would have liked more attention given to centralization and alignment with offices that provide services to specific populations. For example, Student Business Services and Financial Aid do not coordinate efforts and have completely different processes. From a student's perspective, these services are maligned and are very difficult to navigate. [para] Faculty and staff talent management: The report acknowledges challenges recruiting and retaining talent, given gaps in succession planning and intentional professional development opportunities. Given all of the changes in work and life experience over the past 1.5 years with the COVID-19 pandemic, I would urge individuals in positions of decision-making power to consider revising hiring and work policies that provide more flexibility and support for employees. Having the university shift back to pre-COVID operating levels seems short-sighted. I've seen a lot of great individuals leave for different positions because of the inflexibility at TAMU. I am one such person that will soon be exploring other employment opportunities and the inflexibility, along with the limited opportunities for career progression (at a competitive salary) are contributing factors in my plans to leave the university. In 2020 Hanover Research, who is cited through the report, released a post-pandemic workplace toolkit that could be useful in considering the future of TAMU. [para] What's missing: Better attention to the unique needs of graduate students was missing from this report. Aside from the realignment of the Graduate and Professional School (formerly Office of Graduate and Professional Studies), there is not much attention to expanding the support and needs of graduate students. As a graduate student, I am confused by the shift from graduate studies to a graduate school and have not experienced any difference in resources or function shift this change has taken place. [para] Needed transparency in decision making: More transparency is needed in regards to decision-making behind some of the recommendations. Some of the language used within the report does not reflect a neutral, objective stance. For example, Academic realignment Finding 9d in regards the College of Education and Human Development speaks to a "lack of focus on the core mission of producing educators for the state and nation has negatively affected students and other units in the university." There is no evidence cited to support this statement and no acknowledgment that the recruitment into teacher preparation programs is a challenge across the state/country (See Center for American Progress report: <https://www.americanprogress.org/issues/education-k-12/reports/2019/12/03/477311/make-declining-enrollment-teacher-preparation-programs/>). Instead, the report cites the focus on enrolling in other non-teacher preparation programs as evidence for the college not supporting its mission. Also, the report fails to acknowledge that the college is one of the top producers of teachers in high-need fields in the State of Texas. This lack of context begs the question about how this finding was ascertained. [para] The second example about questions of neutrality and objectivity is regarding the High-level SWOT analysis findings. Within opportunities (pg. 110) it states "Recraft the Office of the Provost and shift major non-academic responsibilities back to the President's office. The previous Provost's heavy hand may have disrupted relationships and collaboration." My comment is not about the proposed reorganization of the Provost's office, but instead the use of language. "Heavy hand" implies value judgments were expressed to an individual in a previous administrative position. I did not see other evidence that specifically targets an individual. [para] Additionally, the report does not seem to be written fully from a higher education perspective. Instead, some of the language reflects more of a corporate stance (e.g., centralization). Higher education institutions and units (e.g., divisions, colleges/schools) within require unique considerations and using a blanket strategy of centralization may not be the best decision for responding to the unique needs within schools/colleges. Inclusion, diversity, equity, and accountability: I am pleased to see the report acknowledgments the need to recruit and retain talented staff/faculty, and to take more intentional attempts to improve the enrollment of underrepresented students, especially African Americans, at the university. However, the recommendations do not include any clear findings in regards to enhancing the university's campus climate, which largely contributes to issues of recruitment and retention. Questions also still remain in regards to the university's broader commitment and focus to these areas. We are still operating on the 2010 diversity accountability plan. [para] Reorganization and layoffs: It is inevitable that reorganization comes with changes in the function and existence of individual roles, units, and entire divisions. I would urge people in positions of decision-making power to consider the impact eliminating positions, units, and divisions will have on individuals, the university, and the broader Brazos Valley community. Texas A&M University is among the largest employers in the area and resulting layoffs will have far-reaching effects on the community, especially

considering the economic challenges the community, state, and country have experienced due to the ongoing effects of the COVID-19 pandemic.

These recommendations are not friendly to the sciences and are likely to result in an exodus of talent at all levels. I hope you have a great plan for recruiting in new students, staff, and faculty to build back and improve after the reorganization has upended so many productive Aggie lives.

Task each area being consolidated or reorganized to identify and work towards the same benchmarks: 1.) What are we trying to accomplish? 2.) Does this align with our primary mission? 3.) How will we know we are successful? 4.) What is a reasonable timeline to implement these changes? Focus on the good work each unit or individual already does. Faculty and staff are anxious and critical about these changes but the vast majority need to just keep doing their job to the best of their ability and their efforts will be recognized and rewarded. No matter what the changes in leadership and organization might bring, we are all still here to support and carry out the mission of the university. For 99% that will not change their daily role and they just have a new reporting structure and broader resources at their disposal. Implement the recommendations in appropriate phases and get it done.

I present the

As we move to a more centralized model I have concerns that the remote campus members will see a decline in service. Will be nice to have one office to go to for many functions but don't feel that remote campus members always receive the same level of service or have people local in our area - not everything can be successful via phone or zoom.

I am concerned overall with how quickly these "proposed" changes are going to take place. My understanding is that TAMU is going to go forward with all of the recommendations within the next year.

There following statement made in this report appears very disturbing. "A large portion of IT staff are close to retirement, potentially creating resistance to change or an exit of talent and knowledge." Page 113 of (SWOT Analysis). This appears to be an attempt by the report writers to devalue the opinions of a very valuable group of Aggies who have great experience and a wealth of knowledge who have spent their time and effort on campus for the betterment of Texas A&M. Their opinion should not only be heard but great care should be given in listening to them. Devaluing any entities opinion should not happen and to suggest this is concerning.

Paying 7.5 to 8% of our salary to TRS is tough. Especially when TRS can take that money and if you don't put in enough years of service you may not see all that money. That's not good for staff retention. TAMU is notorious for not paying staff well and then we have to pay high parking fees and TRS. Would be nice to see an advocate in Austin fighting for better retirement for us. Parking garages are expensive to maintain but more are being built which in turn, raises our parking fees.

The MGT Report on the whole reads as a business document, and Texas A&M University is not a business. Please only implement the recommendations that will benefit the students' education and our ability to help them become productive, well-rounded citizens. That has to remain our #1 priority.

The MGT report does not take into account the size of Texas A&M. I have worked at four universities. Having consolidated operations only works at smaller schools. The method MGT used to gather information was short sighted. Why didn't the MGT staff have meetings with Vice Presidents, Department Heads and Deans?

Centralization at the university level is not the correct way to 'fix' whatever issue you think needs to be corrected. It is one thing to centralize at the college levels, but this university is too large to centralize to the university. Also, what will happen with graduate advising? The report only mentions undergrad advising.

More specific information related to how the changes affect everyone is needed. Making these decisions based off of the information in the report would be a bad decision.

Overall many ideas are logical. Information Technology SWOT Analysis "Another threat is the time and expenses related to billing...". Very true - a review of this should take place as many costs could be placed directly on the funding source, such as UAF, and minimize the amount of billing and charging of certain services provided to TAMU. General & Admin., also known as overhead could be placed on the appropriate central sources. And costs directly associated with say a service such as Networking related to TAMU would be on UAF, the time to bill, process, reconcile, would seem to certainly save quite a bit of time and effort and cost all the way around. This just being one example. Items not listed are Property Management, particularly those within the individual units. The structure and who is responsible should be reviewed and the supervisory org. of such matters. In I.T. some of this is placed on the business group, however, the I.T. staff want more control as the many items have security risk, but it seems the processes, procedures

and applications do not align.

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TAMU has some excellent, nationally recognized programs and one of the largest enrollments in the United States, but I don't think it can offer every program at the same excellent level. When I think of a bachelor's in fine arts or journalism, I don't think of TAMU as the school for those programs. If my son or daughter was interested in a degree in either of those areas, I would advise them to look at some other excellent schools. If they wanted to study Vet Med or Engineering, then I would advise them to attend TAMU. There comes a point where TAMU should be satisfied with its huge enrollment and continue to support the excellence it already has in STEM areas. When is enough, enough? The largest (even though it is in Texas) doesn't always mean the best. As far as academic programs go, TAMU should focus on its strengths.

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In hindsight, I think the report should have been shared initially with the president's cabinet and maybe one level below that for review to catch certain errors, inaccuracies, and sensitivities and allow for personal communication to parties directly affected by the report.

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I don't find it surprising that the consulting team found our structure decentralized. We already knew that. The characterization that HROE employs "500 part-time liaisons" is misleading. It could just as easily be said that my unit employs a complement of custodians and groundskeepers. This summary also says IT employs "more than 300 part-time liaisons" yet that level of detail is not included in the section on Information Technology. "Faculty and staff talent management ..." The 20% of our workforce being over 65 is not unique to TAMU. According to the Bureau of Labor Statistics older workers appear to be a trend with large percentages intending to continue work past typical retirement age. A notable threat to retention omitted from this finding is one recommended by this report "significant organizational change". However, I do agree there is the need for professional development and advancement opportunities in multiple areas of campus. As for the success of dining, custodial and maintenance services. If you define success as they were outsourced then yes, it was successful. As for custodial, my offices get a bare minimum of trash pickup 5 days a week and we're open 7 days a week. We see the suite hallways vacuumed about once a month and personal offices at best a few times a year. We now OWN A VACUUM CLEANER AND DO IT OURSELVES when it becomes unbearable. One has only to look at the Facilities section of this report to see that facilities maintenance as a service was not so successfully outsourced (unless dollar savings is the only metric of concern). PROJECT OVERVIEW I don't see any consideration granted as to how the extraordinary circumstances of the pandemic affected the survey respondents. APPENDIX 1: SURVEY ANALYSIS Was any consideration given to the atypical circumstances of the pandemic and how it might reflect on the satisfaction ratings? I feel the poor transparency ratings for President, Provost, Faculty Affairs, Finance, Government Affairs, Student Affairs, Diversity and Human Resources show just how out of touch the "administration" of the university is with our employees and students. Effectiveness of the President's Office Regarding the transparency score - I submit that this report is evidence that the "ineffective, highly ineffective" is warranted. The survey analysis is either incomplete or isn't shared with TAMU overall. I note that there are no changes recommended for AgriLife and Engineering. Were they reviewed? Some data on how efficiently they are organized might have given some confidence in the recommendations that are perhaps patterned after those organizations? The simple statement that they are an agency, so no changes are warranted doesn't seem transparent to me. APPENDIX 2: SWOT ANALYSIS Weaknesses I note the acknowledgement that we are not competitive in the labor marketplace. I also note the "IT staff are close to retirement" comment. While change is certainly something that might be a threat to retention, funding and being competitive with salaries will have the opposite effect. Opportunities I'm curious about the "financial performance metric system". What would this be a metric for? Threats Yet again, "lack of transparency and consistent communication from university leadership". If reorganizing many units and services will solve this problem then so be it. But if the disorganization is being used as an excuse for it then I have my doubts about the solution. Information Technology SWOT Analysis I appreciate the recognition of "well-known IT support staff" as a strength. Centralizing IT might work against this but hopefully embedding will act as a counterweight. I also don't see how this statement aligns with the previous assertion that end-users don't know who to call for an IT support issue. I'm not personally aware of any "out-of-date, unsupported systems" on campus. If they exist, empowering the Division of IT to cut off their network connection would be a powerful motivation to correct the issue. Too often, I have seen the Division of IT plan for a change only to be held back because they didn't have administrative support to overcome College level politics. I also don't see the evidence from the SWOT analysis of this statement, "consistently, a desire (by who?) and a need for a cohesive and consolidated unit". The most expensive licensing is already done in bulk or under a negotiated contract. There are some outlier colleges that don't participate but an administrative directive could resolve that. A centralized

ticketing system would certainly help in hand-off between service providers and IT areas of expertise. The cost recovery model for the Division of IT has proven to be a millstone. At the college level they aren't cost competitive and they suffer from the overhead of billing which, in my experience, is sometimes not done at all. Facilities SWOT Analysis So outsourcing didn't work? Marketing and Communications SWOT Analysis Centralizing university websites would be a huge problem for the Libraries. APPENDIX 3 Information Technology, Human Resources and Organizational Effectiveness, and Finance Peer Institution Practices "Nearly half of peer institutions appear to have a centralized leadership structure for key business support functions." - What this says is that the majority DON'T have a centralized structure.

I strongly feel that SSC and Chartwells do horrible jobs. Staff are not adequately trained. There isn't an incentive to stay with their company, as they no longer feel they are part of the "Aggie Family" like they were told they were when they were employed at TAMU before the outsourcing. Now, things take forever in getting done when work requests are submitted. And the costs are more than they were when TAMU managed this division. Plus, they are charging for 2 and 3 people to be onsite for a job that only takes one person to do. And charging the customer for other staff that are in training. I'm not sure how that is the responsibility of the department requesting the service. As far as food service through Chartwells, I have witnessed first hand how bad services and quality of food can be. I have a daughter that lives in the White Creek Apartments/Dorm, and we eat together at least twice a week. Either at the Creekside Market Place or Sbisa. We have seen much turnover and untrained staff. For example, at Creekside Market Place, we have had to ask for refunds several times as we have been over-charged for items. The gentleman, who is still there and apparently no better trained, continually scans several of the items we purchase as the same item, even though they are different and in most cases, differently priced. We have not only brought this to his attention, but I have personally discussed this with their "new" manager. This conversation took place in the 2021 Spring semester. As of the 2021 Fall semester, nothing has changed. Also, my daughter states that several items are consistently out of stock. The panini press is about 90% of the time not working, and that's one of the big offerings at that sandwich station. These two areas would be better suited with either another company or brought back into TAMU managed services.

I have been here 15 years and there have been 5 Presidents and 2 Interims, I think. Strategic planning, goal setting and follow through of initiatives has been difficult to say the least. The report mentions being proactive versus reactive. All that we can be in reactive. We have seen unprecedented enrollment growth with a vast array of complex programs. As an office that directly works with students we spend a lot of time on small complex programs due to complexity. We are not clear on strategic initiatives and goals since they seem to change every few years with a new President. The report makes no mention of the work done over the last few years by many loyal, hard working, and passionate staff. I agree with change, I welcome it. I truly believe if we are given clear goals with the resources to accomplish those goals we can achieve greatness. I hope that research was conducted on what was working well in addition to what needed to change. I know we have accomplished a lot of great things and hope that offices and departments that have great momentum and a history of making strides are not negatively effected in this restructure.

Thank you for the opportunity to provide feedback. I appreciate the effort of the report and the new administration to improve the experience of students, staff, and faculty to take Texas A&M University to new heights. I feel very strongly that the biology department is a part of this effort, and the feedback about changes to its structure should be thoroughly considered when making the decisions on how to proceed. It will take resiliency to make the changes suggested in the report for every department and college, but I know that Aggies are passionate. We can take the best suggestions from this report and make changes that will help us all excel. I hope my feedback and others will help inform the path ahead based on our experience as Aggies and as members of the community we work hard to build and improve.

There are 15 mentions without definition and maybe only one use (in the case of the Bush School exemplifying selfless service) of the Aggie Core Values. About 1/2 of undergraduates were unsatisfied with the educational experience of last year. The document states "The full survey results are available in Appendix A." (107) I wonder if it is unfair (or something) to present so much significant transitional change during the tenure of an interim library dean and following a time of accommodating the changes and limitations of Covid. I think the support functions of the library (112) refer to the library at Qatar and I have heard there are only 3 library staff there. During the time of reading the Review, I found but did not read the following earlier A&M strategic planning documents. I believe that all of these are in the Cushing Library, though some may be (also) in the Evans Library. Report on faculty-staff-student aspirations. (1962) Blueprint for progress (1962) Institutional self-study : report to Commission on Colleges, Southern Association of Colleges and Schools (1963) The Century Study : a progress report (1973) Academic report /Target 2000 Project. (1983) An A&M dissertation

about the formation of the College of Liberal Arts (Creation of the College of Liberal Arts at Texas A&M University, the decision-making process) said that the Aspiration Committee Report (internal) and the Century Council Report (external) were input for the Board of Directors who prepared the Blueprint for Progress which was agreed with in the Self-study report. The dissertation author said that the reason for the split of the College of Arts and Sciences into the Colleges of Geosciences, Science, and (maybe the newly formed) Liberal Arts was that the Science faculty thought they would have better funding opportunities if separate from the Humanities. Thank you for the work put into the Comprehensive Review. It's apparently not as easy to write as I was thinking :) Have a nice day, [REDACTED]

University Staff Council (USC) are not mentioned in the report. The USC are advocates for the University staff across all campuses.

I view the report with great positivity. I hope as much of it as possible comes to fruition. And sooner rather than later.

From a research standpoint, it is concerning that the proportion of former students compared to folks who work at the University is so much greater than students or TAMU employees, especially given the great number of sweeping changes suggested. It is unclear whose opinions are driving which suggestions and all of it is based on extremely low response rates (students = ~2%, former students = 4%, faculty/staff = 10%), even for COVID times.

Thank you for the opportunity to respond and provide input. The transparency in widely distributing the report is appreciated and hopefully as discussions continue and recommendations for change are determined the campus community will have continued opportunities to respond.

Overall a good report that identifies some very tough and needed changes. I appreciate that President Banks had an outside firm come in and make an evaluation. I also appreciate that she is not afraid of "rocking the boat" a little to make this university a much better place and bring Texas A&M to the 21st century while still embracing the culture and value of the university's past.

Thank you for the transparency in providing the MGT report for all to provide feedback. We are fortunate to have an Interim VPR in the Division of Research who understands the importance of strategic planning, collaboration, accountability, and the continuous improvement cycle. Coming from the private sector, I embrace the process improvements suggested, understand how some have difficulty with the change process, and recognize how important communications are, up, down, and sideways during times of transition. Providing tools/resources for those who may need them, whether it is via emotional intelligence training, project management (recommending [REDACTED] with Mays Business School, a project management professional and expert!), change management, stress management, whatever the needs is--- Texas A&M has the intelligence capital HERE. I look forward to hearing about working groups and hope that, as a staff member, I am able to contribute to positive change. Thank you.

I don't have a problem with looking for ways to improve - that's what we should be doing. And I think there's merit to many of the recommendations. I do have a problem with the process - it looks like there were preconceived ideas/foregone conclusions, lack of communication and transparency, lack of shared governance, incorrect items in the report. Also, there was quite a bit about how our students don't reflect the ethnic makeup of the state. I agree that we can do much better in that regard. Faculty and staff also don't reflect the ethnic makeup of the state. And another disparity is gender. I'm seeing women underrepresented in leadership roles across campus, and particularly in the new executive leadership team. We now have a female president (I like that!), but I'm just not seeing adequate presence of women in executive leadership positions. This is especially true in the Division of Operations.

The MGT report argues that merging various Biology programs into one institute "will allow for easier collaboration for the biologically oriented faculty in the College of Agriculture and Life Sciences to collaborate with faculty throughout the university working toward similar interests". 1) The first question that should be asked is if there are indeed similar interests. I believe it is important for heads to make a comprehensive report of the research interests in the individual departments and define what is "similar" or not; and whether or not merging research programs will have an overall synergistic effect. 2) Is there a comprehensive study on the cost or expenses that these mergers entail? For example, these could include overall rebranding, communications and university relations, staffing and infrastructure. Will this cost override the long-term perceived gains of having a single institute? 3) Unemployment of loyal and permanent personnel is inevitable in such mergers. Can the institute ensure employment security for such personnel? 4) How will the merger affect the salaries of staff, faculty, and graduate students? Different institutions have different standards and benchmarks and thus discrepancies in the salaries and benefits provided. In case of a merger, what will be the final basis of salaries and compensation? 5) How will this affect current donors of individual departments? Mergers might alienate some loyal donors. Overall, this MGT report recommendation needs further study and research. I believe it is not

enough to say that the Biology department under the College of Science is underperforming, given that it is one of the departments which offer a lot of service classes. Where is this underperformance coming from, and will the merger be the solution this perceived issue?

I am concerned simply because I have 7 years until I can retire and am worried that I would lose my job and have to start all over with another company/position. I am the only income in our home and this would be a major impact for my family.

Overall, I think the ideas are not as radical as people believe. Much of it seems like a logical reorganization of the org chart to increase efficiencies. From the discussions I have heard, my sense is that most people are concerned less about the movement than about 1) the amount of change, and 2) the "seemingly" abrupt nature of its announcement. After 9 years as a Dean and ample time between her appointment as president and her first day, I am not at all surprised at the speed or desire for change. Dr. Banks has always been a thought leader and moved swiftly to implement decisions. However, outside Engineering, I wonder whether the majority of campus has an understanding of this. It is also possible that the stress of the pandemic has influenced people's desire to cling to the known vs. embrace change. To me, it simply seems like a different "filing system" to achieve efficiencies. I saw little in the report to suggest severe problems with performance of duties, which, if emphasized, may also help to reduce fears about impending changes.

Overall most of the suggestions seem like they might improve the flow of processes at A&M. I think that Organization Development is in need of improvement. Ever since the in person trainings that were available were taken away, it has left us with no good way to network with others in the university that have similar job duties so that we can learn other ways of doing things and improving the overall function of offices.

As an engineering staff member, I witness firsthand all the centralization efforts that took place under Dr. Banks these last several years. Centralization does not solve everything. SRS is a prime example. They were created over a decade ago and are still largely disliked by the university population and blamed for not providing a level of service the system members used to provide prior to SRS's creation. Centralization often creates a feeling of disconnect and a lack of customer service, as you can no longer look to those in your department/home base for help, but instead have to reply on a faceless bureaucracy. "Take a number, wait your turn." It also makes staff feel devalued, like pieces on a chess board to be moved, demoted, omitted at will, with little thought given to their individual strengths and contributions and career preferences. You no longer belong to your home department, you belong to the organization at large. It's not uncommon for the interests of the organization and the department to be at odds, putting a staff member in a very awkward position.

In a department staff meeting, the overseeing faculty member related that this report was simply a justification for cutting costs to pay for the Zachry building. Some staff nodded, but more just sat there. Because of that situation, I'm not confident anyone in the room read this report all the way through, and I stressed that they should. That will be the biggest challenge to future change: ignorance of just how critical the majority of these proposed adjustments to A&M are. The report was not written for easy understanding. It would fail a Flesch-Kincaid readability test. As a communicator, I firmly stress that it is critical you reach your audience where they are.

In this report there was a lack of focus on graduate students and nothing was touched on that really dove into graduate school. For example what happens to those that are graduate advisors if the university decides it is a good idea to centralize undergrad advising. The graduate school provides some resources to students, but why are some resources not available to graduate students and still pay the same type of fees? We have seen a high turnover in the grad school throughout the years, and with graduate advisors due to the stress level.

Potential students, faculty and staff depend heavily on Google searches to learn about the campus. The University needs to update, correct (see earlier comments) and expand online information, in a user friendly format.

Student veterans would lose a tremendous advantage should the Veteran Services Office (VSO) move to the Division Student Affairs. The services that the VSO provides are heavily processing and compliance driven. The VSO's primary function is military education benefit processing and certification. As noted in the MGT Report, the primary focus of the Division of Student Affairs (DSA) is student development. It is correct that at present there is an office within the DSA that serves veterans- the Veteran Support & Resource Center (VRSC). However, the services of military benefit processing by the VSO go well beyond veterans alone. In fact, the student veteran population served by student affairs (the VRSC) is only a fraction of whom the VSO serves when you consider the additional 3000 dependents who are eligible for VA, Hazlewood, and the Texas Armed Services Scholarship Program (TASSP) funds. There is no duplication of effort nor responsibility, other than two offices presently having "veteran" in their name. The Student Affairs and VSO

campus networks and dependencies are VERY different. The VSO (a part of Scholarships & Financial Aid) collaborates with EIS, Registrar, and Student Business Services on a daily basis to effectively and efficiently process military benefits. Thanks to the well-established collaboration of the aforementioned units, the student benefit request process is automated, and all documents are uploadable to the financial aid portal. Students (although welcome to) do not need to visit the VSO to receive military benefits/services/assistance. Benefits processing is an enrollment management initiative, not a student development initiative. Not only does veteran benefit processing fall under Scholarships & Financial Aid (SFA) in the present organizational structure, it also is a part of the Banner (Compass) Financial Aid module. All eligibility/processing/forms fall under the financial aid security structure in the System. And, because VSO is a part of SFA, the VSO is able to (1) facilitate/collaborate for professional judgment for cost of attendance increases, (2) provide assistance with federal, state, and institutional aid, and (3) identify additional eligibility opportunities (emergency aid, TEXAS Grant, etc.) to maximize college financing for students who also receive military education benefits. Because the VSO is a part of SFA, funds can be awarded to assist students with educational expenses- determining eligibility and solving problems on the spot. Further, the VSO has a heavy emphasis on reporting and compliance- from Veterans Affairs as well as the Texas Veterans Commission, and the Texas Higher Education Coordinating Board (THECB). Hazlewood utilization is monitored and reported several times a semester. The VSO manages this. The VA conducts compliance reviews (audits) almost annually with the four facilities we certify benefits for- GV, HSC, Law, and CS. The VSO manage this. And, the VSO facilitates the eligibility determination and processing of the Texas Armed Services Scholarship Program with THECB and HHLoans. Scholarships & Financial Aid has the knowledge and experience to support this. There have been minimal to no findings on any reviews in recent years. There is no similar infrastructure within student affairs to support this. Finally, the MGT report provided no reference to the Aggie One Stop which has launched and will open its doors January 2022. Not only will the Aggie One Stop provide access to services provided by Admissions, Registrar, Scholarships & Financial Aid, and Student Business Services, it also will provide military education benefits customer service. In moving the VSO service component to the Aggie One Stop, students receiving military education benefits will have even more resources available- all in one place. As a result, the remainder of the processing staff will be able to devote more time to process improvement and efficiencies in an already very effective system. In fact, once military benefits customer service moves to the Aggie One Stop, there will no longer be a need for the VSO to be its own office/have a separate identity. It will simply be one of the teams within Scholarships & Financial Aid, whose specialty will be processing military education benefits. Although the benefits processing staff will still communicate with and provide assistance to students, it need not maintain the name Veteran Services Office. The VSO is truly a benefits processing unit with a robust and successful infrastructure. Benefits processing is a college financing opportunity, not a student development affair. It would be regrettable to dilute the true function and efficacy of either student veteran programming or benefits processing by pulling the VSO into a unit that serves a very different mission. I highly recommend keeping the Veteran Services Office (military benefits processing team) anchored with Scholarships & Financial Aid to preserve and facilitate program integrity and to continue to amplify student access to funding for education.

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I am for these changes and I think it's going to make a better TAMU.

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I believe the basic premise to be flawed. I found many of the arguments to misapplied, specious, or irrelevant as to conclusion. If the objective was to put a logical reader assuming some kind of authority into a state of confusion perhaps they were successful. Further, structurally, I found I could browse the Specious boiler plate offered as justification and cut to the final paragraph to find the unrelated actual agenda item. When I first took a job here the statement was made that Academics is run by and for the benefit of academics. The idea that we are to be organized like every other University is in my mind flawed. Most of the comparisons made appear to be inappropriate as those academic organizations simply don't have the same scope and objectives. They do however benefit the creation of a larger community of academics adding voice to interests that are purely academic, and not reflective of values aside from those of academics. We exist in a Logistic, cultural, and economic vacuum whose sole "engine" is the University. Our students go elsewhere for employment. Most end up not using their Degrees as intended, but as checked boxes demonstrating basic fitness for employment above casual labor. The argument that we "need " to be like other universities does a disservice to our country, community, and university by distributing resources to marginal degrees of only basic even minimal value to the recipient. The blessing of the vacuum is that we have been somewhat away from the politicised nature of higher education. Most of the suggested moves result in destruction of successful responsive units and subordinate them to new yet uncreated organization that will result in tremendous imbalance in our current

"culture. They will instead create an internally competitive for resources organization with no external or research revenue. I cannot see how creation of a new College enhances the University. Rather I see it as a large cost center. The idea, in general that the creation of a "College of Liberal arts" is an extraordinarily academic thing to do. I don't believe the University, the Community, or state will benefit from the creation of another non technical, and frankly only marginally employable organization is in anyone's benefit. These are degrees that benefit academicians, and not students who come here hoping to begin a process that creates a future. I understand the "decentralized" if not mini empire oriented structure of the University. I have frequently observed that "we don't play well together". I frequently decry the fact that College of Architecture shops support engineers and other colleges that cannot afford shops. The good news is that we have a mechanism to address the need. That said, the idea that we as an organization need to reorganize to look like and function as, other organizations is inappropriate as an argument.

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There are pros and cons to the report, but overall I believe there needs to be more feedback from the current group of faculty and staff and students. The former students do not see what is going on in the day to day function of the University. If TAMU wants to be marketable and have higher retention, it needs to see the national trends of work place flexibility and see how there can be a mutually beneficial work relationship between the University and its employees.

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This is heartbreaking and hurts the ones that work so hard for this university!

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I am in general supportive of the suggested academic consolidation. However, I question the need to return a journalism department as the profession is characterized by low wages and a negative reputation demonstrated by the dying media fields such as newspapers, print and broadcast. Put the resources to better use elsewhere. The older faculty/staff is suggested as a potential barrier to significant change. Extend the suggested Voluntary Separation Program beyond faculty and include long tenured staff. Provide an aggressive incentive to insure participation: 35 years of service 1X salary, 40 years of service 1.5X salary, 45 years of service 2X salary. Overall, I am supportive of consolidation to improve efficiency, lower costs and in general streamline operations. I am concerned with the actual implementation to consolidate key internal support areas such as finance, IT and facilities. These areas have already seen partial consolidation based upon previous consultant studies with questionable results.

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In general, I am disappointed and frankly confused by the many many inaccuracies related to our current structure. Though I can't speak for every unit across campus, there are several errors that are obvious to me. What bothers me about that, is those inaccuracies/errors perfectly align with the preconceptions that those coming into leadership positions brought with them. Additionally, the number of changes that were implemented during the "study period" is unreasonable. Not only does it invalidate the findings of the study, but it also creates confusion and mistrust. It certainly calls into question the purpose, meaning, and results of this study and the subsequent report. Two points, I wish to make upfront. One, I fully believe there is room for improvement in all aspects of our university. I have absolutely no problem with making real sustainable positive changes. Two, I had hoped that the development of this report would involve truly listening to the university faculty and staff. I am disappointed by the relatively small number of individuals interviewed. More specifically I am disturbed by the seemingly disproportionate number of incoming leaders interviewed. It reads as if much of this was predetermined and not a result of the study that should have resulted in this report. There seems to be an inordinate amount of confusion about structural elements. Some is related to colleges, schools, and departments. The way I read this report, the word division is used regardless if they are discussing a division, a department, or a unit within a department, or even a college. While this may seem insignificant, I am concerned it will create additional confusion. I acknowledge the largely decentralized nature of operations on our campus and the silos that inevitably creates. One way to combat the inefficiencies created by decentralized and even centralized activities and operations, it to ensure processes and procedures are well-established, clearly defined, and conducive to conducting business. We, however, particularly in the last few months seem to operate primarily by management by exception. There is no reason for an organization of this scope and size to ignore policy and procedure to the extent we do. To me, that is far more meaningful than centralizing services. I think outsourcing Transportation Services would be a terrible shame. That department does an amazing job on a campus that is extremely large in terms of volume of activities and responsibilities and in physical size. Lastly, though it obviously did not prevent me from speaking my mind, I am appalled that this survey required a name and asked for a UIN. I know many who are not willing to risk saying their piece and therefore you are not getting a full picture. What a shame.

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The thing that I fear about centralizing all departments is that the entire university will end up like SBS. SBS seems to be the most centralized unit at TAMU and it is by far the worst for students to deal with. The fact that they cannot get a hold of someone to discuss their issues to not okay and when they receive a text or an email it is just a student worker



not answering the question that is not okay to the success of our students. This needs to stop in SBS and not extend to any other department.

Information Technology SWOT Analysis - I would agree there is time and expense related to billing services from Information Technology to other areas of the university, when the costs could be handled directly on a source of funding.

I think the recommendations to go too far toward consolidation and streamlining, not taking into consideration the need for specialized care and experience for programs. My experience is in Marketing & Communications, and it is most apparent there. I also think it is a mistake to spend money on things like performance centers and gardens, when we have not seen how much all the rest of this is going to cost.

To expand on the recommendation that Agrilife be considered for the day to day management of the College of Veterinary Medicine research facilities. The Division of Research also plays a major role in the day to day operations of several key research facilities. It may be advantageous if these Research Cores/Facilities could be under the purview of the University/DOR to be seen as University resources or at least be a partner.

I have attached the same response to three different areas of relevance above. As one section affects another and no two areas, especially HR and business, work independently from the other, I found my statement pertinent for all three - Student Affairs, HR, and Finance and Business Administration. This further illustrates the importance of overlap of duties and for HR and business to be designated to different divisions to provide areas of expertise. Thank you for allowing feedback and taking the time to deeper understand impact.

I have pasted the same comment in three identifying areas; Student Affairs, Finance & Business, and HROE as I was unsure of which area to leave the comment. All three of these areas are mentioned in my comment. By separating these areas for comment here, it further reinforces my statements above. These are not divisible offices.

There are a lot of suggestions in this report and, at first glance, this is rather intimidating. Many of the suggestions are the same or similar to the way things were several years ago. From more senior employees in my office, they have expressed that there are reasons that we moved away from those models, for example, IT changes recommended. I would urge you and your advisory committee to reach out to those who have been here through the changes on all ends of the spectrum - faculty, staff, and student, to see what their thoughts are. Many of us are nervous about the changes and eagerly awaiting your thoughts. Thank you for giving us the opportunity to share our opinions on the suggestions.

Please do not outsource any other services such as Transportation. After the cleaning crew was outsourced the work that is being done has declined in quality as well as the ability to have someone come and take care of anything. Flourish needs to stop. This is only a nuisance and does not promote anything nor has helped in anyway. Only annoying emails or unneeded items that seems like a waste of TAMU resources. The surveys that where mentioned in this report, I nor any of the people I have talked to saw them. I do not know who the surveys where sent to or what they looked like. If they looked like spam/phishing then a better marketing/communication would probably helped.

- The terminology in this report, specifically in this section suggests the MGT consulting group did not go to the measures necessary to understand the Texas A&M community. "Using feedback from local officials, regional representatives, community members, and current and former Aggies, develop outreach services to best meet the needs of former and future Aggies, as well as their communities." Anyone who has spent any time around Texas A&M knows the terminology is "Current Student" and "Former Student." This sentiment comes through as no campus traditions are mentioned by name and tradition is mentioned as a weakness of the University.
- The Methodology of this report needs to be brought into question. I know high-ranking people in departments that have some of the largest suggestions in this report who were not talked to during this whole process. Internally, the lack of communication from high-level communicators and President Banks has done nothing to encourage confidence in these changes.

In general establishing new colleges is fine. College of Visual Arts and Performance for example. Their presence would be advantageous for the university

I know a lot of the feedback here would not be considered positive, but that isn't to say that I think A&M is a bad place to be; as faculty, staff or student. There are many wonderful attributes of this university and I do enjoy working here. My feedback is largely critical because I believe A&M is keenly aware of the things it does well and mentioning it here could undercut the criticisms it needs to focus on. Plus, flowery prose articulating my appreciation for being employed here - being an Aggie - cannot match the amount of work and passion I put into this position. Just know that my criticisms stem from the same place because I see what a force A&M can be and I want to be a part of making that happen. A&M is extremely lucky to employ so many staff who feel similarly. With that said, these are my closing thoughts on the review.

I'd like to know the percentage of turnover for faculty and staff, separately. It seemed most of the emphasis for retaining talent focused on faculty, but it seems like turnover among staff could be higher/more frequent. I understand the value faculty provide to an institution and why a significant amount of attention is paid to them and their experience. However, staff at Texas A&M have a lot of responsibilities and I believe they are often overlooked when the university considers opinions or concerns from its employees. At the same time, staff are a big resource for leadership, faculty, students, and parents but often lack support (i.e. understaffed departments), resources (i.e. adequate compensation), and in some cases, are disrespected by the same individuals we're here to help. I'm not speaking of perceived slights. The disrespect I encounter, usually from faculty, is tactless and blatant. A top-down zero tolerance on this type of rhetoric should be communicated across campus to make clear that we are all here to accomplish a very important goal: contributing to student development. Keeping this goal in mind while fostering tactful discussion and collaboration will naturally resonate with students, and they'll feel more supported. Another inquiry of mine is about the former students who took the survey for the comp review. Former students made up the largest group of respondents to the survey. I'd like to know how much weight was given to their responses and worry that their responses will overshadow the voices of people who are involved with the day-to-day operations at Texas A&M. I know former students have a lot of love for their alma mater and that is great. I just can't imagine that they have enough current knowledge about the operations, processes, decisions, etc. occurring at Texas A&M to be able to accurately rate the university's performance.

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The MGT report is advice that we should prudently take seriously. But not everything in the report makes sense for A&M. Our success as a university is not entirely predicated on the bottom line, or efficiency.

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This review has shown what needs to be or could be changed, but change is hard and will meet pushback. There is anger and discontentment with seeing some of these changes on paper for all to see, but most could be beneficial. I am thankful to work somewhere that has undergone a review of itself in hopes of changing for the future to meet the needs of the state we, as an institution, were created to serve.

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Dear Dr. Banks, I appreciate your efforts to address various issues at TAMU. I read the report with great interest and found many of the suggestions to be highly relevant and timely. I do have some additional comments and feedback. 1) The academic realignment proposals are apt and insightful. There is a desperate need for better organization of some departments and colleges on this campus. I support the proposed plans. 2) I found the emphasis on diversity and inclusion issues, and retention of talent very critical. I think this will be a step in the right direction. I support these initiatives. 3) While I noted retainment was discussed in the Bryan-College Station area, one of the things that need desperate attention is the pay disparity among colleges for the same titles. This causes a needless musical chairs scenario, with staff seeking new positions for relatively minor pay raises. This, I believe, also contributes to the lack of continuity and succession plans among staff on this campus. A more stable and equal pay structure for similar title/responsibility profiles would be important in addressing this problem. The centralization plans may help in addressing this. Again, I appreciate the sharing of this report and giving us the opportunity to provide feedback.

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The criticisms of Fish Camp are confusing at best and completely wrong at worst. That student organization has done more for this university toward making new minority and LGBTQ students feel accepted here than nearly any other group. It is an amazing organization that I have been privileged to be a part of and it is seen nationally as The Standard for extended orientation. Beware the impacts of trying to make it into the university or system leadership's image. The survey results were oversubscribed in the document as findings and rationale for the changes that the report recommends. Indicating that these findings and recommendations in this report are those of the consultant to the university administration is very clearly disingenuous.

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Overall I thought this was a good report. Most of the recommendations make immediate sense to me and some I had to think on a bit to understand the logic. I think it is going to be difficult to get everything done and will probably take several years. I look forward to working with everyone to make these transitions as smooth as possible.

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I believe that TAMU should go back to its roots and traditions with a modern twist. I believe that the core values: Excellence - Set the bar, Integrity - Character is destiny, Leadership - Follow me, Loyalty - Acceptance forever, Respect - We are the Aggies, the Aggies are we, and Selfless Service - How can I be of service? should be emphasized and should not be forgotten. An Aggie never lies, cheats or steals nor tolerates those who do. We should be building the future generation on these values. To make society a better place. We should try to understand people of different cultures, backgrounds, races, and use this to better ourselves. We shouldn't exclude anyone or blame anyone for the sins of their ancestors. We should be building something better than ourselves. This is what the outside world should see from TAMU and its sister/system schools. No, I am not an alumnus, I have never even taken classes at TAMU, however, I have several family members who have in the past. These are the things that the outside world expects to see from Texas

A&M because this is what we project to the outside world, however, when these values are not followed or seem to not be followed it makes all Aggies: alumni, faculty, staff, students, or adopted Aggies look bad.

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I strongly believe in all of the changes suggested and fully support Dr. Banks in her role.

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I did not provide feedback on the other sections as I either agreed with the changes proposed or did not have enough background knowledge to make a worthwhile comment.

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I think as a whole, Texas A&M functions as a family organization. Any changes should be carefully and meticulously thought through for years rather than something a 3rd party can come up with. Talk with us, hear are needs. We would tell you that this is not the best option.

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While I know that staff were surveyed in this report, I do not see much acknowledgement at all noting the staff voice. Otherwise, I found this report to be extremely comprehensive and provides a number of amazing recommendations to consider, discuss and implement.

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The report accurately identifies the issues related to staff: lack of professional opportunities, need to reorganize the career ladders, issues with the retention and finding quality people. As things move forward, the focus will be shifted to the academic units. Please do not forget staff. And consider offering VSP's for staff (65+) to help speed up the process of revitalizing the university by bringing and retaining quality employees with the effective succession plans in hands.

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Again, as I said before, I don't understand why TAMU has to spend massive amounts of money to gain outside opinions about how this University is run. I do understand the need for a "fresh" perspective, but I feel that utilizing those that are working within would help us more effectively.

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I would have welcomed more discussion concerning promoting from within at all levels of employment.

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Each one of these areas above will require millions of dollars and quite a few years to accomplish. Trying to accomplish all of these at one time would be difficult and doing all of them at one time could cause resource contention problems. Many of these recommendations seem high level, and the devil is in the details. Many focus entirely on efficiency, but at the cost of effectiveness and customer service. This is a long and detailed report that is light on details. I believe that a more targeted approach would be good, and not making sweeping changes. Pick a few of these recommendations and do them well rather than implementing many of them and do it poorly. This proposal is fraught with opportunities for great success or even greater failure. Only time will tell.

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I totally disagree with this statement and take exception to their opinion. I feel it is what makes Texas A&M produce leaders that are sought for employment. The quote: pg 109 Appendix 2 SWOT Analysis The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education.

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I am impressed with this report. I agree with the approach and the conclusions. My comments above are for points that particularly stuck out to me. Thank you for this opportunity to give feedback.

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I believe that this was, generally, a fair report on what staff see everyday. I did not see a section on the centralization of academic advising in which to leave feedback. This is another area that I would leave to the college and departments. I would like to suggest that you put together a change management team that could effectively assist in implementing many of these monumental changes. Good change management can make the process customer-centric, whether that customer be faculty, staff, or student. It's important to focus on the people side of change to drive the successful adoption and usage of any proposed changes. We have a department on campus that educates UG and grad students on organizational and change management guidelines - I am one of those students. This would be a great opportunity to illustrate how well we educate our OD/CM graduates and incorporate them (alumni and future graduates) of that program.

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I want to believe the majority of us know and agree there is need for change and need for improvement in various areas of our University. What is to come, I/we will support. Please do not hesitate to contact me for additional information our further assistance.

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I actually liked the report - very thorough and concise. You can make everyone like everything in it but I thought it was a job well done.

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Logistics: our staff are great! But they are stuck with a very old system that only worked when the university was much smaller. If mail is not addressed with the correct mail stop, the person who gets has to readdress it. Since mailing addresses are very different from the addresses delivery services use, many deliveries go astray. To make it worse, some departments have students place orders and the students don't even put the name of the department on the delivery,

or the name of a staff member. So the delivery driver has to use Google, which in turns sends them to our office. Then I have to spend time figuring out where the delivery needs to go or refuse it.

Just a warning about centralizing, in general (may apply to HR, Finance, IT, etc.): When I was first hired by IT Solutions & Support, we had both software applications development/support and also a group of server administrators that worked directly for us to manage our web servers. The Division of IT went through a reorganization about 5 or 6 years ago, and the server administrators were taken from our group and moved to Systems Engineering, another group within the Division. We warned the leadership at the time that our level of service from this team would drop as a result, and sure enough, it did. I worry about the colleges should their IT shops be centralized and taken from them. Perhaps if their IT support remains embedded with them, this will not happen, but it's just something to consider. I have similar concerns about the Division of IT's Business Support Services group (accounting, billing, etc.) and our HR Liaisons being taken away and moved to other divisions. Our HR Liaisons keep us in compliance. Our Business Support Services group does our rate calculations every year, and they handle our monthly billing, travel, accounts payable, etc. Is some central group going to be able and willing to do that for us?

Under the finding "Faculty and staff talent management is a critical issue", the Comprehensive Review Final Report specifies as risk for staffing as a small talent pool in Bryan/College Station and an increase in remote job offerings from other employers. Include a recommendation to transform Texas A&M University to include hybrid and remote work schedules for staff. This could be done for staff who's work does not require a physical presence, for example, Information Technology staff. Texas A&M would be able to hire and recruit from a national and international talent pool. hybrid and remote work schedules would be an added benefit to attract and retain staff.

The recommendations in this report address many issues that have needed to be addressed for a long time. It's nice to see that an outside group can see the issues that staff and some faculty has been forced to accept for years. This review and report are much appreciated and could lead to A&M being even better!

Competitive salaries are mentioned on page 70 under the HROE reorganization section in Finding #4. Please note: the same challenges in retaining staff and finding new hires whose experience adequately supports TAMU efforts exist in other groups. Rehiring and retraining positions vacated every 18 months is very painful for managers.

I hope you will give sincere consideration to the feedback you receive. I applaud efforts to reduce waste, increase operational efficiency and ultimately increase the quality of experience and education TAMU provides. However, for an organization as large at TAMU, decentralization of some functions to some extent can better meet the needs of diverse campus constituents in a timely and efficient manner. Please keep in mind that one size does not fit all.

The recommendations in the MGT Report are very encouraging, exciting, and overdue! The solutions/recommendations appear to be very mindful, considerate, and intentional in addressing the systemic improvements needed to facilitate actual positive change in the area of diversity.

The general mood in response to this is that people seem scared. It might do well to reassure everyone.

In general, I agree with the report's assessment that communication is lacking across campus, duplication of effort is a major issue, and there is little to no opportunity for advancement/succession planning in staff positions. As a staff member, I have very little incentive or reward to go above and beyond my basic duties. I worked two jobs for an entire calendar year and only received additional compensation six months into making arguments to my unit as to why the situation was unfair to me. In addition, there is a single college wide staff appreciation award each year with a lengthy application and review process that leads to a single small merit payment. Further, after going above and beyond my job duties and receiving "exceeds expectations" on annual performance reviews, all I can ever expect is the standard 3% cost of living raise. These issues surrounding fairness of compensation and rewarding excellence are core problems in attracting quality candidates to open positions on campus but particularly to the College of Liberal Arts, where salaries are consistently lower than in other entities on campus.

This is in the report and something I just want to mention, "Large portions of the interview and survey audiences were conflicted about the university's culture and diversity, equity, and inclusion (DEI) efforts. " Just a thought, but when the new President of A&M comes from the Engineering department, then starts to make leadership changes that seem to always include someone else who is or previously was from the Engineering department as well, it does not help with this image. If leadership is primarily in an Engineering mindset on what is good for the University, we do not have diverse leadership or varying points of view to help our University succeed fully or bring in different perspectives. I appreciate the opportunity to provide feedback and hope that an open forum is conducted someday somehow to better explain these ideas for these changes to Texas A&M. I don't believe I have all the information to provide good

insight on how I feel about these changes at this time.

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i would like to see increased communication with all levels of operation when processes are changed or developed.

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I am happy to see A&M looking at innovation but I am not sure the consultants truly understood all of the units and departments they reference. For the Libraries section, the consultants listed twenty of our peers and then later referenced a university library that was not mentioned as a peer but indicated that we would do well if we emulated the non-peer - that does not make sense to me. References like that make the report seem haphazard and written to fit a pre-established narrative. Please talk deeply with College of Science, College of Geosciences, College of Liberal Arts and the Libraries before making a decision to combine the four groups into one entity.

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I understand that reports like this are necessarily light on detail, but, of course, that's where the Devil is. Before any concrete decisions are made by Dr. Banks, I suspect much of the A&M community would appreciate giving additional feedback once we see how the recommendations that Dr. Banks wishes to move forward on will be implemented.

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The report has a clear and concise objective of working to enable efficiencies across the University. My comment is specific to HLKN and SPH coming together. HRI institutions are under Health Science Centers for formula funding at the legislature. GAO (General Academic) are funded at a reduced rate (specifically for kinesiology). My feedback is very specific to the merger of these two schools. It makes very logical sense for the Community Health programs at HLKN to come under SPH, as they are competitive course offerings in the Public Health field of study, and we should not be competing against one another as one Texas A&M. However, the activity based classes (handball, racquetball, etc.) which students typically take as part of their UG curriculum probably do not fit well under TAMU Health because the formula associated with one credit hour for 65K students would inflate the HRI funding more than significantly. My fear is that it would raise eyebrows in the legislature and force them to take a look at undergraduate funding of Public Health programs in Texas; something TAMU receives a benefit from being the only CEPH accredited Public Health institution in the State of Texas. Opening up visibility to this may cause TAMU Health to lose valuable formula dollars under this model should the legislature deem that activity based courses and UG Public Health courses as similar. The growth of community health into SPH will be a very good thing and very justifiable without raising too much scrutiny with the legislature. I mention this because I did work in the budget office for 10 years doing Legislative Appropriations Requests, and this is the type of item which would need much further explanation. If activity based courses under a general studies major were offered under the newly merged Arts and Sciences arena, and the Community Health courses were carved out, it would be a very reasonable formula increase that our government affairs personnel could explain more easily in the next biennium. Overall, I am very supportive of the plan as a whole and look forward to working to assist with its implementation across the University.

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I appreciate the transparency in this process. I feel invested more in the job of fulfilling our mission.

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Disappointed to see Division of Research and Commercialization not addressed in this report. The community, Corporate partners, alumni and investors are important partners to commercialization, and they see us as A&M (not separate agencies), and have difficulty engaging with us as separate silos (agencies).

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After reading the report, there are a few recommendations/findings that stand out. Overall, it seems that the consultants are recommending the creation of a number of leadership positions while "streamlining" other administrative positions such as academic advisors. "Streamlining" often translates into "removing positions," which will ultimately saddle the remaining employees with an ever-increasing workload. Specifically regarding academic advising, a centralized group of academic advisors who know little about the departments they serve will not serve students of those departments well. The finding that somehow the Corps of Cadets "impinges on the culture of higher education" seems ridiculous, as if the consultants failed to actually familiarize themselves with the function, goals, and demographics of the Corps of Cadets.

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I am concerned as I work with Departmental Accounting Services but I do not see it mentioned in the new plan anywhere. Did I overlook something?

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I suspect that NOT all of the changes will be implemented. I understand and can manage change, but this would be TOO much to try to do at once. Pick the TOP x and work on them in a CONTROLLED Fashion. At this time we do NOT need MORE chaos.

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These changes will be very disruptive and incredibly expensive in terms of moving staff, coordinating the changes, the HR processes of such changes, loss of productivity and especially human capital. Change is hard and TAMU's

stakeholders have already had an incredibly rough couple of years with the changes Covid has brought to the university, our families, communities and homes. While some of these changes make sense, others bring nothing more than fear, distrust and worry. I see early retirements in the very near future.

The mass amount of change that is being proposed in this report is extreme. I would think it would take millions of dollars to implement these changes. Please do not make changes just for the purpose of making changes. Please take the time to review the input from faculty, staff & students and only make the changes that will thoroughly benefit the university, faculty, staff and students. We do not have to look like other great universities to compete with them. Spending millions of dollars in order to implement change will not benefit us in the long run with limited cost savings by cutting a small number of positions. This university runs a tight ship.

Many people, including me, are really confused by the complicated organizational structures. What does Health Science Center really do after being merged with TAMU college station? Why not eliminating this level of management and generate campus/location-based units? For example, establishing a Houston campus, along with campuses in College station, Dallas, and other places, will streamline a lot of things. The name of "TAMU-Houston" will be clear and straightforward, and the head of this campus directly reports to the President's office or the SVP's office. Each campus will have different focuses to implement the whole TAMU's mission and overall goals.

As a former student, current employee, and future Aggie parent, I applaud this effort to improve our university's operations. Thank you for taking this long, difficult look at our organization. Our best is yet to come.

1) Some of the centralization is much needed and makes sense, such as HR, marketing as well as IT. However, sometimes after the centralization, the accountability as well as the quality of the services become less desirable. 2) I also agree there are a lot of siloings and duplicated efforts and heavy administrative leader positions within the university. 3) We need a data warehouse that all units can report from - one stop data shop. 4) Staff need to have professional promotion opportunities other than the only opportunity for salary increase is to step into leadership roles.

There needs to be more resources for faculty/staff to get involved on campus. I am a young professional and I can see how there would be very low retainment for my age group because there are very few ways for me to meet people my age in this city. I would love more rec sports opportunities, meet ups, etc. I also think the HR policies are very strict and micro-managing. I would be more inclined to stay with a company that is a little more lenient about setting hours, where I can work, remote work etc. Especially with Covid-19, I think you will find it harder to get employees when you insist they must be in their office in a building full of undergrads for 9 hours a day.

In this new/proposed model, all of the service centers (IT, Facilities, Utilities, Marketing, HR, and so on) would now exist at the University level. This means the auxiliary units will lose the ability to provide their own services. If an auxiliary unit is required to utilize all of the University provided service centers, then the auxiliary units will no longer be able to control their bottom line cost (other than personnel) as all costs will now be set/controlled by the University. Most assuredly, the costs charged by the University will be higher than costs charged in the private market. Therefore, an auxiliary unit should have the ability to select their own service providers. My recommendation is that auxiliary units be given the freedom to select service providers from the public or private market based on competitive bidding. This is the only way an auxiliary unit can keep costs in check and keep their bottom line healthy.

It seems every time we have a new president, changes are made. I fear part of our problem is we never give these changes enough time to work themselves out before we make new changes. Change for the sake of change, does not benefit the University. I think one of the great strengths of this great University, is that even though we are among the largest campus communities in the nation, there is still a small town, close knit feel. This bond amongst students, faculty and staff won't be improved by many of the changes that have been suggested. It seems to me that this comprehensive review, talked very little about all the positive things this University has already done. We didn't become one of the top University in the nation by doing everything wrong. I'm not suggesting no changes be made but that we seriously consider how short term gains have long term consequences.

On a personal level I believe all the recommendations are good, but fear making so many changes at once will have a negative impact on the university. The fear of loosing you job when this happens is in everyone's mind so it will be hard to convince many that this is a good move. If it comes to pass then a phased approach over a couple years may be better. I hope that many think about all the ramifications with each change and what impact it will not only have on each department/unit but the employees of each department/unit. Remember its the Faculty/ Staff that see the students face to face everyday and if they are not happy then it could change the students experience.

I know you're going to get a lot of negative feedback, but the spirit of trying to make the university more efficient is

really appreciated.

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As commented above, of all the organizations I have worked for through my 36 plus year career, TAMU is the most siloed and resistant to the obvious. The obvious being a common big picture vision, collaboration, sharing of resources, and establishing best practices. Things seem to be addressed piecemeal and in a vacuum with no thought given to other on campus opportunities.

and other than being physically larger, I am disappointed in the lack of true "growth" of this institution that I love.

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As mentioned in a few of my comments above, I believe that centralization at some levels, and the consolidation of duties is a necessary change, but certainly not to the magnitude that this report suggests. This reports calls for a complete restructuring of the entire University. It would almost be easier to create an entirely new University. This report suggests the dismantling of huge organizations on campus that are truly top-heavy, which is a great thing, but it goes on to create even bigger units across campus, with the exact same top-heavy make up. Where is the efficiency in that? Where is the cost savings in that. Take a look at AABS, where you have more Directors, Assistant and Associate Directors than you do actual staff who perform the duties and responsibilities of that office. Take a look at the VPR's office, where you have more VPs, Assistant and Associate VPs than you do actual staff. This model is consistent across the entire University, and this report only creates more of the same. The consolidation of services like IT, HR, Payroll and Finance makes sense to some extent. We certainly don't need individual HR offices, Payroll offices, and Finance offices for TAMU, Engineering, Ag, etc., but DO NOT sweep college staff into that consolidation. Doing so would only create additional obstacles for those in the colleges who have a need for those services. If you want an example of why this type of consolidation is a bad idea, pick up your phone and call over to TAMU HR. See how long it takes to get someone on the phone. See how long it takes to get connected with someone that might help you. See how long it takes to get an answer to your question. See how many times you're told No, before someone tells you how you might obtain a YES answer. You could also perform this exercise in other areas and achieve the same results. Consolidation of business-staff within the colleges, who deliver services related to HR/Payroll, Accounting, Grant Management, Travel, Accounting, etc. makes sense. This model has served the College of Architecture well. Bringing all subject matter experts together at the College Level, as opposed to the University Level, creates efficiencies and effectiveness. Doing so at the University level creates bureaucracy, red tape, and poor customer service. I love this University, and I want to help it become the absolute best it can be. I will always do my part to carry out the mission. I just don't think we should waste our time creating more of the same problems that we have now. Bigger government is never the answer, but that's exactly what this report suggests we create, and how we should manage this University. I am hopeful however, that the powers-that-be take this into consideration and adopt only those recommendations that make operational and economic sense.

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Overall this is a good report that appears to incorporate best practices and industry standards. Staffing leadership in key areas will be a key to successfully implementing these change initiatives.

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I hope the process is more inclusive from here.

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Maybe I missed it, but I found it odd that there were no recommendations for what part of the organization the restructured and newly created units should report to. I have to assume that is left up to university leadership. There was a mention in the peer review section, however, just because our peers have a certain reporting structure does not mean that it is the ideal or correct way. For example, having IT report to the Provost or branches thereof rather than a Chief Operations Officer may be common, but is it recommended? If not, what is? My greatest concern in both the initial survey and now my feedback here, is the ability to recruit and retain quality faculty and staff. In the latter case, as was mentioned in the report, many individuals may chose to move to jobs offering remote primary work locations. In an era where we have experienced the impact of working remotely and the productivity which can come with it (combined with the daunting challenges of our people are outgrowing our space), not mentioning this topic in greater detail was a glaring omission from this report. In order to compete with both the private sector and others in higher education, it is imperative that these types of opportunities exist, even for those working in relatively close physical proximity to the university. The ability to work remotely can be a real differentiator when it comes to a quality work/life balance and, when managed correctly, improves productivity. It is my opinion that we will continue to see these types of personnel losses to other organizations if a definitive remote work solution is not determined.

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Howdy, after reading the report - it is very clear to me that whom ever did the research in drafting these

recommendations did not really understand the role and numerous functions of the University Libraries. One clear example I can give, is there seems to be some confusion of the Bush Presidential Library and the University Library.

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A voluntary separation program should also be offered to staff who have 20+ years of service. Unfortunately, the centralization of colleges and functions will undoubtedly result in elimination of many staff positions. This report will most certainly create a lot of anxiety for a great number of folks. I wish more details could have been provided that might have eliminated some of that anxiety.

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Overall, the changes sound good in theory. A&M needs to do more for College Station in both being more active in the community. College Station has focused mostly on tourism surrounding A&M events in their expansion (as well as student housing with more apartment complexes). A&M needs to repay that with opening the arts centers and other things that would bring people in from out of town. Aggie Football hotel capacity is great, but College Station needs to be a year round city. Making A&M a better place to work with competitive wages, work from home opportunities, and replacing an aging workforce is also a start as well. The consistent in the report is how decentralized it currently is as well compared to other major universities. While that worked in the past, it might be best to start changing now before the problems grow larger. If the younger workforce opts for competitive salaries and remote opportunities elsewhere and the 20% of the workforce that is older retires, there will be a mountain of issues. Implementing change now would not only benefit A&M, but also keep College Station growing.

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Just because something is not a strength, strategic priority, or area of focus, does not mean that it is a weakness. Other "peer" institutions may have X, Y, Z departments but that doesn't mean that is correct for TAMU, a land grant Agricultural and Mechanical College with an established history of education, innovation, and success in those areas. I wonder if universities that are stronger in social sciences are told to start engineering programs ?

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One thing that I did not see mentioned in the report is the consideration of remote work or hybrid schedules for staff positions. I understand each position would need to be evaluated for eligibility, but I think this could be done prior to new positions being posted, while current employees could be evaluated by supervisors/directors. After having the opportunity to work 100% remote and seeing how much more productive I can be with my work in a remote environment, the benefits to my mental and physical health, and balance it brings to my life - I personally would not want to return to the office 100% for any future positions. I know several colleagues and peers that feel the same way. I have peers that have left their jobs this year due to return to office mandates in pursuit of other opportunities that did allow for partial or fully remote work. I think A&M could both recruit new talent and also retain employees with valuable knowledge by offering remote work. It could definitely be performance-based, and could be offered after a certain probationary period of working in the office, if necessary. I think it's critical for Texas A&M to consider how they could implement remote work going forward.

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There are many good ideas in the report, but there are also many bad ideas. I hope any actual implementations from this report are focused on improving the financial bottom line, service to the students and customer service.

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I hope to see a majority of the recommendations adopted and will be disappointed if not. There will certainly be push back, fear, and barriers to adoption but the long-term impact and benefit will be invaluable to continuing Texas A&M's relevancy and legacy of excellence.

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For all the areas being realigned and combined for more centralization - One would hope that those areas where customer service is of high value, will continue to be allowed the excellent service. My experience of onboarding was made pleasant and easy by the teams that were focused on Vetmed. A concern is that any time you have centralization of duties, you lose the strong customer service support needed to allow for quality applicants to become employees. The onboarding experience can be just as important in a decision on where to work as the offer given.

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I can only speak on the IT/Marketing side of things in general, both of which need to happen.

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Almost every point and recommendation raised in this report is logical, would result in money, time and stress saved, AND have been raised before. What we need now is for a leadership to not be afraid to shake things up a lot, and provide all the support for all students, faculty and staff needed to make the transition a success. Being scared of the consequences is never a good enough reason to try something that could have a huge positive impact on the lives and livelihoods (not to mention mental health) of every student, faculty and staff member of the TAMU community.

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THIS REPORT LOOKS VERY COMPLETE AND CHECKS ALL THE BOXES. I AM PLEASANTLY SURPRISED AT THE DEPTH THAT THIS COMPANY WENT TO IN ORDER TO GAIN A VALUABLE INSIGHT INTO HOW A&M WORKS AND HOW IT IS A CULTURE DRIVEN UNIVERSITY. I AM VERY IMPRESSED WITH ALL OF THE FINDINGS AND RECOMMENDATIONS AND AM EXCITED FOR THESE CHANGES.



I appreciate this process being done. There are quite a few things that I agree with, and some that I do not. But that's to be expected and my voice essentially counts for nothing in this process. But for what weight my voice does hold, if the finding for the IT side of things is to consolidate into one ticket system, please choose something other than ServiceNow. Notably missing from this report was any mention of early career academics, such as postdocs and adjunct faculty. This concerns me, as it's indicative of an ongoing trend within academia that marginalizes precarious academics, and overlooks their contributions and needs. In the coming years, how does TAMU leadership plan to promote the professional development of early career academics as they face an increasingly hostile hiring climate? Continue with AWL as this has been a big issue among employees. If this is discontinued, there will be a large turnover of employees. Pay increases. Many employees/departments have not received increases in over 3 years. In order to retain more employees and have a lower staff turnover rate, I would recommend allowing more remote positions (where possible) in order to compete with the national standard. Without this incentive, I feel that Texas A&M will be steadily losing good talent because of better opportunities elsewhere. We have seen this in our department in TEES and we will continue to see this in the future unless something is done.

## General Feedback - Student

Please provide your comments related to general feedback, process, or other sections not listed above:

I really do hope that TAMU administration and leadership takes these pieces of feedback into consideration, as well as the voices of student leaders, students in general, faculty, and staff, who are currently present on campus. Former students should not have nearly as much of a say as they do now, and it is a problem which has stunted our growth for years.

N/A

Overall, I find it interesting that some things in these recommendations focus so strongly on the attempt to bring Texas A&M in line with other institutions yet ignore areas where Texas A&M has been severely behind such institutions. For instance, a report made by the Association of American Data Exchange earlier this year (April 2021) found that salaries for graduate students (both teaching and researching) at Texas A&M are among the lowest in the study, yet this MGT report does not indicate any way in which Texas A&M is trying to rectify such a failure to maintain pace with other institutions regarding graduate education ([https://dars.tamu.edu/Data-and-Reports-\(1\)/miscellaneous/files/AAUDE-Graduate-Stipends](https://dars.tamu.edu/Data-and-Reports-(1)/miscellaneous/files/AAUDE-Graduate-Stipends)). It is clear that priorities for this report were not on the success/promotion of graduate education, which I find very concerning. I don't know if this feedback will be read, much less heeded, but I encourage the current administration to think carefully about how these changes will affect all Aggies, instead of just the few thousand who are represented in the survey.

a. Far more feedback was received from former students and this was claimed to be “representative of a larger group of opinions at TAMU”. Based on how curricular and co-curricular experiences of students were described in this report, I think that this disparity in feedback and how that was then used to make the report vastly overshadowed current student perspective. b. Centralization and consolidation can be very detrimental to student experience and success as they find immense value in finding smaller families amongst the tens of thousands at A&M c. Centralization is potentially harmful as with a university of this size individual areas need the freedom to respectfully cater to and represent their students and needs d. The lack of discussion about Business especially and also Engineering to a lesser degree does not reflect the immense impact of those colleges nor does it correspond with student sentiment from within those colleges e. DEI efforts should be focused on addressing the root causes of an issue, not how the report describes by addressing the perception and messaging to cover up the existence of these issues on campus to entice a more diverse population to A&M

For the diversity and inclusion component, I think that there needs to be a focus on retention and retention strategies. I would like to see a mentorship program be implemented at the various colleges for students of color and first generation students (marginalized communities)

Why was this survey not offered to everyone? And why was it not presented as such an important survey for the university? The participation clearly points to the message not being well communicated, and casts doubt on the finding of the company as a result.

The changes proposed by MGT Consulting Group are significant and wide-ranging and address almost every domain of Texas A&M University System. Here I am underscoring a critical attribute of effective, large-scale university functioning - workplace harassment and professional bullying at the Department of Geology & Geophysics (G&G) - which has not been adequately reviewed by the MGT report. Senior faculty and advising staff at the Department of G&G should undergo rigorous training and professional development to comprehend how to perform their job responsibilities in a harassment-free manner. Senior faculty like [REDACTED] have a known history of harassing undergraduate, graduate students, and post-docs to "extract maximum work" under the guise of research advising. [REDACTED] students consistently display poor academic performances, downgrade from PhD to MS programs, prematurely exit the program, take longer-than-normal to successfully complete their program, have limited-to-no scientific publications by graduation, and almost always fail to secure a full-time position upon graduation. [REDACTED] engages in threatening behavior at the workplace with undergraduates and graduate students - routinely withholding student salaries, misrepresenting student credentials/work/study experiences, engaging in public embarrassment, and passive aggressive professional retaliation including falsifying information in student recommendations and professional reviews. [REDACTED] little-to-no technical support to student research and professional development, and actively delays student progress at the expense of running-out of funding, with all of his students and research staff having no financial safety net or promotion. [REDACTED] workplace harassment specifically peaks with female students and research staff. Female students in [REDACTED] undergraduate classes complain of mistreatment, academic and professional bullying, and report longer than normal working hours under [REDACTED] direct watch. Long-serving staff like [REDACTED] in the Dept of G&G racially discriminate against students and engage in similar professional bullying methods. Newer advising staff like [REDACTED] routinely engages in screaming, publicly deriding students, and defying FERPA rules by sharing students' academic information with other students and staff. [REDACTED] has suffered multiple complaints and misbehavior concerns have been shared by numerous students. [REDACTED] routinely devalues students and offers little-to-no advising assistance with respect to course selection, faculty questions, guidelines, etc. [REDACTED] has consistently failed to present a transparent system of review and grievance redressal. [REDACTED] does not offer avenues for anonymous reporting of academic harassment and professional bullying by undergraduate and graduate students and publicly places disbelief in students' accounts and reports of such harassment. When professional harassment is brought to [REDACTED] attention she offers counseling resources (which is helpful), however she fails to address the problem of ongoing student harassment. Overall the academic and professional environment offered by the G&G Department is rife with hostility, bullying, and professional harassment. The senior faculty and staff has time and again shown utmost disregard for calls for a transparent leadership and governing with no consequences for senior faculty like [REDACTED] that continue to adversely impact several students' academic experiences. [REDACTED] election as [REDACTED] was uncontested which may partly explain her complacency and failure to address such serious concerns.

I believe advisors for every department are crucial for the success of students.

<https://tx.ag/FightHateSpeech>

Don't combine liberal arts and sciences!!!!!!

This report had a mix of highly detailed recommendations (Facilities) and vague plans (Academic Realignment). It also includes many factual errors in reporting on number of departments in colleges and number/type of degree programs offered.

Graduate students don't appear anywhere in this document. I think that if a College of Arts and Sciences is to be created, that all graduate students should be paid the same, livable stipend for the work they do. Having different stipends across campus makes Liberal Arts students feel that they are lesser in the eyes of the University. I am very concerned that Liberal Arts students will get left behind if absorbed into a shared program with the Sciences. Colleges and universities have way too many Vice Presidents and academic offices, and this report only seems to make more.

All I ask is that you actually take all of our comments into consideration. Understand where we are coming from before making your decisions. Pick the students, faculty, and staff within this university first and don't let money sway your decisions.

I believe that the timing to give feedback for the MGT report is poor because all university stakeholders are asked to review the report in the middle of the semester when every individual is focused on their respective responsibilities. I believe that there would be much more high-quality feedback if we were asked to provide feedback during the upcoming winter break when we have more time available to read and comprehend the MGT report in its entirety. My fellow students and I want to focus on learning our course content. Our professors want to focus on teaching us the course content. Our advisors want to focus on ensuring we have the present and future semesters well planned. I hope that the poor timing is unintended.

I am simply writing here to express my incredible disappointment and dissatisfaction with the administration. Students, faculty, and general members of the aggie community were not adequately or appropriately heard. There is no reason to express my specific, overwhelmingly negative opinions on the myriad of exceptionally poorly thought out suggestions, because it is clear that the administration does not care. The feedback we are providing cannot be effectively heard and addressed within the extremely short timeframe between now and December, when President Banks ultimately approves or rejects the aforementioned MGT recommendations. Therefore, enumerating even my most basic grievances with the report would prove to be a fruitless and wasteful endeavor. The administration's complete and utter lack of respect towards the aggie community has not gone unnoticed.

I would have liked to transparently hear about the process of the whole MGT report and the rationale for choosing the consulting firm. While there has been no opportunity for the students to make suggestions and interact with the school, all they can do have their voice heard is through reaction—like this case—to an external business. This gives the impression that the school cares less about the internal opinions.

I do not like it and do not think it will be efficient effective or necessary. I do not see how this is helping our university I think it is causing greater division and taking away from the aggie experience. I do not think future students will be a fan of these changes and will not want to attend. If I had known these changes would be made I would attend a different university to make my academic career more personal.

Do not join Bush to political science.

Texas A&M is too committed to it's conservative donors and in doing so preserving the toxic masculinity of this institution.

please DO NOT merge these colleges, so many organizations and sub groups within each one will not hold the same significance as they do right now and on top of that this would make texas a&m less unique as we would have more cookie cutter colleges just like other schools.

For some background, I am currently a junior geology major in the College of Geosciences at Texas A&M University. I am a first-generation college student and Aggie and I absolutely adore my college. I would like to express my concerns regarding the changes outlined in the MTG Report you provided us on October 26, 2021. Firstly, I believe the merging of the College of Science, Liberal Arts, and Geoscience is an idea that would cause more harm than good. I would like to share my concerns for the College of Geoscience in the following: Regarding post-university employment, I would like to highlight that even though the College of Geoscience is small in numbers, we are highly experienced and highly specialized, something that is sought after by numerous companies. There is a reason that companies continue to seek employees specifically from the College of Geoscience. By merging the colleges, you would eliminate the network that the College of Geoscience has spent decades building. I came to Texas A&M knowing that the Aggie Network is something powerful, sentimental, and unique. The College of Geoscience is part of that network. There is meaning behind the Aggie Ring, just like there is meaning behind having a separate College of Geoscience. Seeking jobs as geoscience students, would become much more difficult without that immediate identifier – as an employer, seeing “College of Geoscience” on a resume automatically means he/she are prepared. When you see “College of Engineering at Texas A&M” or “Mays Business School” – it means something, it is important. The proposed “College of Arts and Science” has no mention of the geosciences. Why? It is crucial to give the geosciences the resources the students need to be successful, which is through specialization, not generalization. On top of that, it was extremely attractive to think that I would be a part of my own college. It was defiantly a huge recruitment factor. I have been a part of the College of Geoscience for 2.5 years now, and 3.5 when I graduate next fall. My diploma will not reflect that, it will not reflect something I have been a part of and worked so hard towards. It is more than just a want for “College of Geoscience” to be on my diploma, it is a need, it is what I have been working towards and reflects that best. Lastly, I have formed an amazing relationship with my advisor. She has been with me throughout my entire time at A&M due to the size of our department. I can go to her with any problem I have, any issue. I am not afraid to say that I need her. I need her to be

my advisor until I finish college. The centralized advising, while may seem appealing, will not be in the best interest of any student or advisor. An advisor will be required to know and have much knowledge about all types of majors and will not be able to help to as great of an extent. If an advisor who use to specialize in Liberal Arts would not be as knowledge in my geoscience degree as my advisor currently. Thank you for taking the time to read this, and I truly hope that each and every one of the comments are taken into consideration.

Overall, the report mentions several times the importance of upholding the Aggie Core Values. These proposed plans, if anything, weaken our ties to our values, specifically Excellence. Excellence has been a descriptor of Texas A&M since its founding. If these proposals are passed, I am afraid excellence might as well be removed from our Core Values, as our university will be making broads leaps in the wrong direction.

Almost everything highlighted in the MGT report have been things I have personally heard from faculty, staff, and students complain about or suggest improvements on for the university. Now that an outside source has come through and brought these things into the light for everyone to see, I hope that the university will heed these suggestions for improvements and follow through on how to make the university better for the future.

The traffic really sucks around campus.

I am troubled by the absences on this report. Why were certain colleges excluded (Engineering & Mays)? Why does the burden of saving the University money have to come out of the identified colleges with no sacrifice needed from other colleges that (I know) have employment redundancies and inefficient use of funds and unequitable practices of labor (for graduate students and staff)? I am also confused as to why the websites of peer institutions are used as a primary means of justification for major changes. The University also needs to take into account the context of A&M as well as evaluating the effectiveness of the structures of peer institutions.

While I value the process of soliciting and receiving outside constructive feedback, omitting graduate student voices in the body of knowledge MGT amassed to make their recommendations is a glaring omission. As significant contributors among the student body, we deserve adequate representation. I speak as an English PhD. student. In the humanities, GATS function more as junior faculty than the lab assistants found in the STEM fields. We control large portions of our course content and implementation. As a result, we influence several critical metrics important to the university's mission. For example, all our department's graduate students will teach ENG 104 and ENG 210, directly reaching the university's largest population of first-generation students. We do so earning a low pay scale that directly inhibits recruiting the best graduate students available, hampering the inclusive excellence that could further diversify our departments. I will keep my comments to these brief concerns, but I would have welcomed the opportunity to speak further on how we as humanities GAT's contribute to the university's success in these key roles. Therefore, I have issue not with the findings of MGT, but in how they were solicited. Our English department is flourishing by all metrics and inhabits a unique realm that requires careful thought before merging into a college of Arts and Sciences. If that is ultimately what happens, I will embrace it, but I urge for more input from those whose voices were overlooked because we contribute too. Findings may have been different had we been consulted.

This is a radical shift in MGT's advice to the university and shows the values of our new president. Starting this semester, I intended on joining the geosciences Undergraduate Recruiting Team--however I can no longer recruit prospective students to the college in good faith. This is really disappointing.

TAMU history, culture, and spirit are what make it unique and are a core part of Texas A&M. Coming from a multigenerational Texas A&M family, there really is a spirit that can never be told. A museum on campus would be an effective way to tell the story of how the university was shaped into what it is today. Remember Aggie culture is not frat culture and the corps of cadets are American history, not just Aggie history. There is a lack of focus on graduate programs. In the pursuit of diversity we must remember not to erase history. TAMU should host detailed surveys (regarding campus facilities/academics/diversity/proposed changes) each year in order to improve the university. These should include true/false and multiple choice questions in order to get a better overview of responses. TAMU should keep record of students graduating salaries and employers that hire their major. This information should be posted for students/former students. TAMU should do more for those who lose a family member/primary caregiver while attending school (i.e. mentally and financially).

Overall, this report feels like a way to stir things up and to hopefully make a name for the new president. I feel that the only way it would accomplish this would be to be known as a massive disaster that happened under the presidents tenure. These steps do nothing to actually benefit the students of the university. It is disappointing to see that the report references surveying students when I know I was never aware that this was happening and that it also says that less

than 2000 students were surveyed which is less than 3% of the current student body. This report says that these changes would help to further A&M as a research institution and if that is so then they should know that less than 3% is not statistically significant. I am disappointed that these steps would even be considered and I think that to implement them would be a disservice to all current and future students. As I have seen on a number of levels recently, these changes are an attempt to do nothing but gain money and disrupt an environment that works so well.

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Howdy Dr. Banks, I hope to bring to your attention an additional area of TAMU not looked at in the MGT report and where I strongly believe further due diligence is needed. The neuroscience community (teaching, research, and leadership) at TAMU-College Station is comprised of numerous, small departments and institutes battling toward a common goal. I will from here refer to these departments, programs, and institutes as units. These units are decentralized and uncoordinated, and every year this leads to confusion for administrators, faculty, and graduate students. Realignment and centralization of TAMU neuroscience units will better meet undergraduate, graduate and faculty needs, allow for collaboration benefiting the larger campus community, and provide sound scaffolding to further develop TAMU's research competitiveness in life sciences.

#1: Basic neuroscience research at Texas A&M University-College Station is decentralized and affects both faculty and graduate students. - Six buildings across TAMU are home to primary (basic) neuroscience research:

- o Interdisciplinary Life Sciences Building
- o Biological Sciences-West
- o Psychology
- o Veterinary Medicine
- o Reynolds
- o College of Medicine – Medical Research & Education Building

- At Texas A&M there resides neuroscience units with several faculty holding joint positions:

- o Texas A&M Institute for Neuroscience
- o Neuroscience & Experimental Therapeutics Department (College of Medicine)
- o Psychological & Brain Sciences (Behavioral and Cellular Neuroscience, Cognition and Cognitive Neuroscience, & Industrial/Organizational Psychology programs)

- The vast majority of these units involving graduate students accepted less than 10 graduate students per year for the last 5 years, with one particular unit only accepting 1 student.

#2: Neuroscience Undergraduate Research at Texas A&M is about to explode with TAMU beginning to offer both a neuroscience major and minor. - Unknown # of Neuroscience majors – this is due to the battle for neuroscience between Veterinary Medicine, Biology, and Psychology - 350 Neuroscience minors (485/491 course) – for which there is one academic advisor, Sylvia Bernal

The overarching message of the MGT report was centralization and realignment to improve efficiency and better benefit our Aggie community. Neuroscience should be a part of these changes, to not only benefit the people in neuroscience units, but to give back to our larger campus community. I strongly believe we at TAMU have awe inspiring and collaborative neuroscience research occurring. However, the accidental division of neuroscience units at the College Station campus impedes growth and adds frustration to faculty and students. The return for stakeholders if proper reorganization of TAMU neuroscience units occurs could be invaluable! If you would like to talk further about this matter, or have any questions for me, please feel free to reach out. Sincerely,

[REDACTED]

[REDACTED]

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I am very unhappy with the organic chemistry lab program. This program insufficiently serves thousands of students each semester. It should be restructured to be more efficient; currently, it is too large with too small a leadership team and cannot serve its purpose efficiently.

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Centralizing undergraduate advising may not be a good choice since advisors need to know several major tracks.

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I want to amplify the concern that the African American student population numbers are troubling. It would be worth investing significant scholarship dollars to ensure that talented Black Texans are choosing TAMU. Specifically, African Americans. African students could be recruited as well but that would not satisfy the goal of educating the citizens of this great state and is a different goal and initiative. I mention the international effort because my first exposure to the limited African American students on campus was at my Graduate Student Orientation. TAMU is great at recruiting from all over the world but can't ensure space for deserving students in our own backyard. This is an urgent call to action. Our campus is lacking without that important student voice.

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The Department of Performance Studies is in NEED OF HELP. I say this department specifically because that's my major and I'm graduating in December and I have been diligent about applying for jobs and connecting with the hiring team and everything and I have yet to find one. I feel like there's no practical application for this degree besides going into research, teaching, or continuing into additional education. Don't get me wrong, I love the department, its professors, and the facilities that come with it, I think that the previous Theatre degree has much more application than a research degree like PERF studies. I think, however, they are NOT mutually exclusive and Performance Studies can exist alongside the Theatre Arts degrees. Anyhow, I am glad to have had the opportunity to do many incredible things here at A&M, but

I hope that future students, at least have this option.

Almost every suggestion is dumb and is this consulting group justifying their existence. If they find no problems than what are they being paid for, so of course they must invent problems. Moving engineering advising to be general is a poor plan and will lead to students being improperly advised. Engineering advising should be department specific so advisors are well informed on the huge range of classes that vary in material and difficulty wildly, which their students they are advising will be taking. The DEI stuff is dumb too. If TAMU cares about a quality education someone's immutable characteristics should have no bearing. TAMU should focus on hiring the best faculty for the job.

A&M needs to accept less students. A&M is getting too big and needs to raise admission standards. Currently A&M is going for quantity of students not quality of education.

the libraries are SO important. they do so much for the students and these jobs are very important! making them their own department and changing their jobs/roles needs to be something they have a say in. roles like raising money for the libraries keeps this university on its two feet and i just don't want that to be overlooked by putting them in the arts and sciences category. misleading for students! i've already had people ask me if only arts and sciences majors can use the libraries now (rethink this)

I think the TAMU Registrar's office is in need of significant reform. Registering for each semester should not be a battle. The registrar's office has made avoidable mistakes such as simply not opening registration in the morning or not preparing for website stress that causes Howdy to crash. Given TAMU's infrastructure and funds, it is incomprehensible how the process of student registration is such an extreme mess each semester.

fish camp is not holding back diversity. as an attendee, they provided every know recourse to minority students and I know how much planning goes into the skits from the counselors to avoid offending a specific group.

Don't listen to the report, A&M should not be evaluated purely as a business, which is all the reports does. Keep providing top-tiered education and research and all will be good.

Texas A&M is such a unique university, and as we seek to help it continue to keep it at the forefront of higher education in America, I think it's important that we make decisions wisely and somewhat cautiously. There are a lot of people who care very much about how the University operates and it's important to take these views into account. Let us not forget where we've come from as we look to chart our course for the future.

Creating such a central authority and merging many colleges together will be confusing. Major mergers to the point where there are only 4 main areas would eradicate the culture and atmosphere of being at a huge institution while maintaining a department that is small enough to be comfortable. The TAMU atmosphere attracts a certain type of student, one that is driven, has proven successes, and is ready to challenge themselves at a new level; this is what keeps TAMU competitive, us, the students. There are many more opportunities to connect with like-minded individuals here than at various other universities.

Overall, money should be sent to improving current infrastructure (ex: Heldenfels, CHEM labs) prior to building new infrastructure like museums. Core classes should be prioritized before anything else and the creation of new buildings, while existing ones are falling apart, is poor management of our great resources.

I think many of these ideas are interesting. I am all for efficiencies and reorganization if it makes life for students better.

A lot of this seems a bit disillusioned.

Overall I understand and agree with most all of the recommendations made in the report, and I believe some will have a significant positive impact on Texas A&M going forward. One section that concerned me in particular was this: "Large portions of the interview and survey audiences were conflicted about the university's culture and diversity, equity, and inclusion (DEI) efforts." I agree wholeheartedly with this, as I've witnessed the flailing and aimless attempts to support these efforts at the department level. I have seen Inclusive Excellence initiatives lose all department support when they take significant action to reach their goals, through conferences, speakers, and other events. Hard work by students and their faculty supporters is belittled when the department removes its support from DEI events, removes the A&M logo from the marketing material, and removes all ability for the department to promote the events directly. I have heard minority students talk of feeling "let down", "jaded", and being "used to this by now". Political opposition to diversity and inclusiveness initiatives hampers efforts at every stage and leaves A&M looking like it only supports these concepts in name alone.

How come nothing in the report talked about the Mays Business School?

I am concerned about how the recommendations will impact academics. A&M is in academic institution and the issues addressed in the MGT report were not tied into how academics would be impacted. My concern is that in an effort to fix the decentralization problem identified by the report, academics will become secondary. I would like to see a more detailed implementation plan for how it would affect the students education.

Frankly, it was a bit ridiculous reading through some of the things in this report. Hardly any of it deals directly with education as the mission of the university, and instead focuses on administrative changes. Maybe I missed the point of the report, but I was still shocked to see how little of it directly related to education.

I'm honestly shocked and disappointed that the science aspect of Texas A&M is being treated in this way. The reason I love this school is specifically because it is so invested in furthering scientific research on every front and in every field. Downsizing and realigning the school's College of Science and its majors would do nothing but detract from the great things the students therein can achieve if given the time, money, and opportunity. To know that there are individuals in leadership positions that would try to limit Texas A&M's commitment to scientific research in order to artificially elevate less populated Colleges and Departments makes me lose faith in the University as a whole, and that's coming from a third-generation Aggie.

Please don't do the plan. It's not a good plan. We don't like the plan.

I strongly agree with the assessment and especially agree there should be a push for more inclusion amongst faculty and students. Specifically, the statistical data for the College of Engineering is very telling with minority groups being underrepresented across the board.

DON'T COMBINE THE COLLEGE OF LIBERAL ARTS WITH THE COLLEGE OF SCIENCE

Do NOT combine College of Geosciences, College of Liberal Arts, and College of Science. Makes no sense. Keep Liberal Arts separate, they don't even take science classes so should in no way be included in a College of Science.

Do better. This report comes across as a lazy justification for the administration to force major systemic changes as if it is repainting the walls in the MSC. If the university wants to eliminate more than a thousand jobs it better do more than "nearly 60 interviews" over the course of nearly five months. Five months to write a 133 page report, which was conveniently delivered a week later to the "stakeholders" than when it was delivered to President Banks. The Mays Business School is mentioned less than 10 times throughout the entire report. The Aggie Network is mentioned once and spelled incorrectly. The Corps of Cadets is mentioned twice and it is called a detriment and liability to the university. The report has the occasional citation which it uses to justify some outrageous claim and assert it as indisputable fact. If it were a research paper submitted to any of the professors I have had, it would be failed for the inconsistency in which it explains its reasoning, its lack of sources, its inability to be concise, and that it was written by people who do not understand Texas A&M University because they are not Aggies. As an aside it was pretty funny that the report cited the positive student satisfaction of freshman who were not on campus for the 2020-2021 school year, but did not mention the negative feedback from upperclassmen which was hidden in the appendix. Do the right thing, throw this report in the trash.

I believe most recommendations provided in the report should be implemented. The decentralized nature of TAMU, as shown in the report, has hindered A&M from reaching its true potential.

Give the University back to the students rather than making us feel like our voices are not heard and that they wouldn't matter if they were heard.

It's nice that TAMU is making more of a presence in TMC3

It seems like the consulting firm has misled students, faculty, and staff with the unrelated survey questions they sent to the campus community over the summer. Additionally, I have heard that portions of the report were copied and pasted from the report they performed for AgriLife recently. It seems like the consulting firm has no idea how these changes would actually be beneficial to the campus body or what the deliverables would be. I would like to know the reasoning and direct and tangible benefits these changes would have on the students.

There should be a more conscious effort from the university to help its students get jobs. There should be more job fairs, better resources for finding jobs, and better help and guidance available for students in need. The University residence halls and apartments need an overhaul. The facilities are old, in disrepair, and yet charge exorbitantly high prices for

rent. Most students leave the university apartments after only one year of residence. It would also be useful if the apartments had stores and dining options in the complex. That would help students. Also, the COVID policy of kicking COVID patients out of dorms and leaving them homeless is a really cruel practice and needs to be stopped immediately.

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I am generally in support of all the recommendations outlined within the MGT report.

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Combining the liberal arts with science is a big mistake. We as Liberal Arts majors already don't feel A&M provides enough support and resources to our college, this merger will only stiffen our opinions and silence our voices. We matter just as much as Engineering.

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Please don't change anything. I'm going into my last year and I would like to keep things the way that I experienced them, combining colleges isn't a good idea for this and it will be messy. Thank you.

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The College of Engineering and Mays Business school were largely ignored by the report and this is a massive oversight. Engineering is a great strength of this university and should be highlighted. In addition, the report was extremely one sided. It focused on reasons to do every recommendation and did not provide any cons or nuanced analysis or anything beyond an idea and half a reason. This makes it difficult to implement without a proper analysis of the possible shortcomings of each recommendation. Quite frankly, I am appalled at the lack of student input into this process. I am the only student I know who was selected to participate in the survey. I remember getting the email, and I was so excited to share my thoughts and shape the direction of A&M through the survey. When I took it, I was exceedingly disappointed. The very few number of questions was discouraging, and they were so broad I felt my answers were almost meaningless. Asking me if I think the University is going in the right direction tells you nothing at all, because I think the University is going in the right direction in some places and the completely wrong direction in others. Asking those sorts of high-level questions, especially when due to COVID-19 I have no baseline to compare it to, is useless and is paying lip service to the student voice and input while actually hiding my opinions. Second, the ratio between the current and former students surveyed is horrifying. It shows that this University is more focused on donors than it is on serving the current students. What care do people who graduated 30 years ago have for the organizational structure of the university? It is the current students, the ones who will see these changes and actually understand how they will impact our life, who deserve to have our voices heard. Many of our former students want to push this University backwards instead of forwards, and giving them such voice and platform while largely ignoring those who you claim to serve is morally bankrupt. [REDACTED] article in the Battalion was rude and inappropriate, but his conclusions were largely correct. I am glad that the feedback deadline has been extended and that you express a desire to hold listening sessions, but there should have been more student input from the start on such important issues.

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If you are not getting feedback from students of color but wanna claim you are a Hispanic serving institution, that is embarrassing. The school needs to reevaluate why so many conservative people are sending their kids here and spreading hate to students of color on campus. I have never felt welcome on this campus as a latina and have never felt safe. I would never recommend latinx to come here.

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Overall, students at Texas A&M Galveston often feel like second class citizens because of College Station administration. Our campus is full of proud Aggies who love our campus, Aggie traditions, and everything Texas A&M has to offer. Galveston students deserve the same quality of facilities and resources as College Station campus.

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My professors at the Bush School have stated that they feel they were not consulted for this report.

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Overall, I wholeheartedly share your desire to optimize efficiency (since it might reduce costs of attendance and lower barriers to higher education) and would like to see these changes take place.

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Stop running this school like a business. Remember that your current students are your future donators, and we won't donate anything if y'all keep treating us so terribly.

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Your conclusions on your data from attitudes towards DEI are reprehensible. The anti-DEI stakeholders that said DEI resources "could be used to invest broadly in education-focused endeavors for the entire student population" clearly don't understand the merits and intentions of DEI well enough to comment on it. Texas A&M is too well-positioned to invest in minority groups - especially women and hispanic/latinx communities - and see returns from that investment (i.e. HSI distinction, etc). Reinvigorating DEI is going to be the only way to sustainably keep pace with other comparable universities like UIUC, UF, Berkeley - all of whom have Latinx cultural centers. We should build a (physical) Latinx cultural center under the Office of Diversity. Otherwise, the recruitment efforts and reorganizing are not tethered to anything that translates to retention. A Latinx center would also tether and give credibility to a large swath of student success initiatives and student organizations.

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Overhauling or restructuring has everything to do with people development and streamlined ways of working. I agree with the recommendations that some departments may be more efficient when re-aligned to existing units that best fits. The unit being realigned should be examined and staff interviewed for functionality. Having an older staff/workforce is not a negative, they built the system and what should be incorporated is effective knowledge management and documentation plus adopting emerging practices with required training. Eventually, we will still rely on people to do the job, a relocation doesn't fix the gaps. An office that is bureaucratic or having unnecessary delays need to incorporate timelines/feedback/escalation into their ways of working. Performance appraisals can be done based on those identified gaps. Ownership levels need to be increased from what I read here. Centralizing administrative units such as IT, HR is a good idea, however, efficiency should be prioritized. The scale of services have to be considered and the risks have to be assessed. It is possible they work as subs under an umbrella unit and adapt systems. We can look at how top tier institutions run, and we can also look at how top private organizations with large scale employees administer their services. Transforming Aggieland should be synergistic to reflect the world we live in today. I recommend positioning her to be a leader requires incorporating the Collaboration Learning and Adapting Model in various level of management decision making. There would always be irrational people, but the ways of working should be clear, not sentimental and results driven. I love TAMU and I know we can get to the zenith of our objectives.

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I believe that the Technology Management major in the School of EHRD is being weighed down. We learn lots of useless information that isn't pertinent to our field of work, and we don't have enough realistic training to go out and be productive in a real work environment. We need more technology classes and less about things that do not pertain to our field. In short, please move us to the school of engineering.

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NA

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Firstly, the Aggie Spirit bus transport system needs a significant upgrade. The current system has many flaws. Buses are never on time, bus stops aren't sheltered, and bus routes are very limited and don't cover a majority of College Station or Bryan. There should be some form of shuttle service provided by the university to nearby international airports (Dallas, Austin, Houston). Secondly, more funding should be allocated to the smaller colleges to get basic facilities like a small café or coffee counter, reading and studying areas, vending machines that work, and other such facilities. I am from the College of Geosciences and we don't have any facilities at all. We only have vending machines which usually don't work. Thirdly, the university needs to invest more money on its graduate students. Teaching Assistants get paid measly salaries that have remained the same for decades even though living expenses have increased rapidly.

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I would like to see plans of how all of these proposals would be carried out, especially for Information Technology and the proposed College of Arts and Sciences.

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I started out at A&M university in the college of Engineering with my other option always be college of Geosciences. I decided to make the switch the second semester of my freshman year, as soon as I had made the switch I knew it was the right decision. College of Geoscience not to be biased, is the best college at A&M university. The professors and advisors not only help teach you and inform you, but they also inspire you to be extraordinary. I wish for every student at A&M to feel that way about their college. That being said I do not accept being merged with other colleges which would possibly change the college name on my diploma and the overall spirit of the different colleges. We are different colleges and all deserve the right to be separate colleges. We can help bring each other up in scale without having to merge together. The merge could lessen each college's own individual struggles, that they might bring up to administration at meetings. Texas A&M University should instead focus on being a more inclusive university for all the colleges instead of trying to join non-similar colleges together. That is not the solution to this problem the solution is raising awareness for the college of Liberal Arts itself, and making it more well known as an aspect of Texas A&M University.

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I believe that A&M traditions could be isolating to minority students. These traditions are not catered or geared towards minority students. There is no interdisciplinary learning at Texas A&M. Furthermore, students are not even incentivized to engage in diversity. There should be more requirements for diversity and even new traditions to make students of color feel included. Liberal arts also needs more funding.

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PLEASE DO NOT MERGE POLITICAL SCIENCE AND THE BUSH SCHOOL. I AM A PROUD BUSH SCHOOL AND AGGIE AND I WANT THE BUSH SCHOOL TO REMAIN INDEPENDENT. IT WOULD DISAPPOINT AS A FORMER STUDENT TO SEE THE BUSH SCHOOL NOT STANDING SEPARATE. It would be an incredible disservice to the mission and legacy of President George H.W. Bush to merge the Bush School with political science. The Bush School is made of students who have self-selected to join a distinguished alumni population who are dedicated to an elevated, serious life in public service. Two of my

favorite things about the Bush School is the small size of the student body and the small, but impactful and important group of former students. Another important point of my selecting the bush school was how prestigious and separate it felt from the main campus. The relationship between the Bush School and the main campus is just as it should be. Similar to Mays. Separate, but together. It adds a level of prestige. If you want to combine Bush with public science, then combine Mays with business administration.

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I think it is necessary to see the biology department for what it truly is. A department that gives its students priority, accessibility and the platform to thrive as a stand alone department. We have not only academics to prove how well students do, but the amazing faculty who go far beyond all of us. Please understand that were doing great were we are just trust that we are happy and capable of doing extraordinary things because of our biology department.

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This university tries too hard to appeal to everyone and everything that it suffers a little bit because of it. Lower level Business school is a joke (the curriculum is terrible), and the school spends too much money on football to truly be great. Honestly, we really need a new clinic. A.P. Beutel is a grungy old building that has a literally unwelcoming exterior made of spiky, sharp walls.

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A museum would be cool

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In general I am very excited to see attention brought to improving journalism at Texas A&M. I think that one of the number one ways to improve journalism is to increase university funding of The Battalion, one of the greatest living, learning opportunities for students. The Battalion has launched hundreds of successful careers and stand as a representative of the importance of journalism to democracy. Recent decreases in funding have caused The Battalion to decrease the number of print products as well as the removal of one of Student Media's full-time employees. Student media revenue has not suffered, but the opportunity of revenue increases is very real and demonstrated if student media funding were to be increased.

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The college of liberal arts should not be merged with sciences. That is not good

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What reasoning was behind this study in the first place? Also why were surveys over this information given during the month of August, a particularly unpopulated time in college station, and at a time many professors on 9-month contracts do not have access to their emails? Texas A&M University has pride in the long-standing traditions and spirit which it upholds. Making too many changes, to again, something not broken, will not only hurt the reputation, but the students and the Aggie alumni which call TAMU their home. Furthermore, according to theedadvocate.org, Texas A&M University - College Station, has the largest student body of all Universities in the United States. If that fact does not show how successful a university is, that 67,580 students applied and were accepted into the College Station location alone this year, not adding those who applied and were denied, then I believe it to be possible there are investigations into problems that are not actually problems.

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It feels like you hired people to find what you were looking for regarding reasons to consolidate the college of sciences, geosciences, and liberal arts. Just doesn't feel like it's in the best interest of sciences and geosciences students or faculty. It feels like A&M is treating these colleges like chopped liver, as the college liberal arts has been treated for years possibly decades. As a geoscience student who transferred here, I wish A&M higher ups cared about colleges other than Mays and Bush as much as the counselors and other admin individuals who talked to me about the college of geoscience here at Texas A&M. Thank you for your time and consideration.

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There needs to be better communication to the university regarding this. Is this going to happen? Is this just something that's being considered? What will this mean for current faculty/staff/students? Do we need to do anything to prepare for this? Specifically where did the information come from that is being eluded to when providing rationale? Is it anecdotal or scientifically-backed data?

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I understand with new leadership comes many challenges, and I hope this university goes back to where it genuinely cared for every student and saw the importance of each individual and what they can offer. I get everything needs money to function, and a university is no different, but when did it become okay for higher learning institutions to only care about money. I fell in love with Texas A&M the second I walked on campus, and six years later, I am not seeing the same university that I fell in love with, and I hope that changes.

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The MGT report findings regarding the Department of Biology do not, in any way, reflect my experience as a current member of the department. I don't understand where these perspectives came from and would beg that current Dept.

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of Biology members be interviewed to determine the actual opinions and assess how much disruption would be caused by massive changes to our structure. The prospect of my current department being reorganized is extremely stressful for a grad student. I do not believe the suggested changes would strengthen our work because it is already strong.

I am a new PhD student in Department of Biology. And since I am here, this department helped me a lot in settling up quickly and be familiar with problems and how to solve them too. As coming from a university in India, I can totally differentiate how helpful people are in this department and how can I make best use of them for my career. Faculty, staff and cohorts are so supportive and always eager to help. I don't want this department to shift anywhere, as it is working best for me. Thank you.

It is unclear to us how the BIMS program would be administered in the proposed Institute of Biological Life Sciences, which also includes the Department of Biology. Would CVMBS faculty who teach in the BIMS program move to the new institute? What about faculty who teach in each of our BIMS, DVM, and graduate programs? Does the proposed move of the BIMS program include our BIMS graduate program, or just the large undergraduate component? Over the course of many years, the CVMBS has utilized its human, space, and fiscal resources carefully to tightly integrate its responsibilities toward its professional, undergraduate, and graduate curricula. How would these resources (especially assigned classroom and laboratory spaces) be administered when BIMS is moved out of the college?

In regards the the report as a whole, there are obviously points in there that would benefit the university in the long run. My concerns come from the major changes proposed, with a lack of detail explaining the benefits. Many of them seem to be integrating great systems with average systems to meet somewhere in the middle. Within these rationales, they explain how it could possibly benefit the students, faculty, or programs, but not how it would hurt them. Merging faculty, students, and programs of many different colleges would require a major learning curve. Advisors would have to understand completely different majors. Faculty would have to change the way they grade, teach, etc. Lastly students would have to take classes that may be deemed unnecessary once they actually reach the degree plan they would like to achieve.

Fire [REDACTED]

would have been nice to have more than 2 weeks notice to report feedback, and some open dialogue between president banks & students.

"An Aggie does not lie, cheat, or steal or tolerate those who do." Then why are these ideas presented as only recommendations and proposals if there are already actions being done to achieve them as if they are already part of the plan for Texas A&M. TAMU is a university that stands out for its traditions and culture, and its uniqueness is what has made it so successful so why is it being compared to other universities as if we want to be like them?

I don't like the restructuring of the university to 4 colleges. Especially with the advisors some advisors struggle to keep up with the students and I can only imagine that getting worse if advisors had to deal with more majors as well.

we are not a Engineering and liberal arts school we are TAMU we are a engineering and agriculture school don't try to compare us to anyone else we pride our self on being the best at what we do so don't try to make our school into a copy of another school that cant compare to us. Don't get rid of the Architecture college its the best one in the state and a great school.

Dismantling the college of architecture and others will cause a huge change of tradition that will cause alumni to distance themselves from the university, and will deter people from wanting to attend this university. The report has many areas that are not wanted or needed.

Rational 9A on the report talks about the USAR program; however there is a reference to the student in this program that is seemingly calling them lazy. I feel this program is wonderful for students that are wanting to build a career in the construction science and/ or architecture field. As an USAR student myself, I am grateful for the opportunity that Texas A&M has given me through the USAR program. Changing this, along with the dismantling of the school of architecture, is a huge concern for my future fellow Aggie students.

I am a College of Architecture University Studies student. After reviewing the section about changing the the University Studies programs all into the College of Arts and Sciences, I can say that I am disappointed by this motion. Personally, I love that the University Studies programs are offered because for students that do not know exactly what they want to do for their careers, these offer students the chance to explore a variety of different career paths. This is the situation I was in two years ago, and I am glad that I had the opportunity to become a USAR student because I am getting education in the fields of architecture, construction, landscape design, planning, and global arts. I have been able to use

all of this information to decide what path I want to go down, but I was getting college credit throughout the whole process. Now, I have the option to continue my education as post-grad if I choose to do so, or go ahead and pursue my career. With that said, I would feel it would be a shame for future Aggies to not have the option to be a part of these University Studies programs. I do not agree that we are "distractions" to the other students that are in more concentrated programs.

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The Final Report that was released last month seems unnecessary, in that Texas A&M University is perfectly fine with how it is. As a USAR student the way that the report refers to the program is rude. A&M is well known for Architecture program, and a big part of the program is Construction Science, TAMU's COSC is the number one in the nation why change it.

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This report is a joke and needs to be revised like crazy. I disagree with everything that was proposed and think that this report needs to be made more aware to the students. The most absurd thing that this report could have proposed was Rationale #9a. I am a USAR student and am disgusted that the writers described every USAR student as some distraction to the college and does not have qualifications or interest in a college degree program. "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." This is a shame and disgrace to all of the USAR students. We are not distractions and unqualified, I think whoever wrote this proposal is such.

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I feel that this a gross misallocation of student resources and abilities. Limiting the USAR students abilities to open the students horizons by placing them into Liberal Arts is a shame to the University. Without the USAR program I would never have found my interests and gotten my full time job when I graduate. I have never once been a "distraction" to the Architecture students or COSC students and to assume so is plain wrong. Any assumption based on this report will be outlandish at best considering the timeline that the surveys were put out and the speed that it came back. The colleges that Texas A&M was compared to is absolutely insane considering that in my opinion only one school listed has any comparison to Texas A&M.

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Regarding the Construction Science portion of the writing, I disagree with the abandonment of the College of Architecture. People made the decision to go to the College of Architecture because it provides different opportunities that Engineering doesn't. People need the College of Architecture because it provides a level of diversification to A&M that other colleges don't have.

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I believe the movement to get rid of the College of Architect and move construction science to engineering will only hurt A&M. I believe that Construction Science major's choose this field rather than any field in the engineering department based on their own preferences. So taking away a student's preference on this will only harm the program.

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Don't fix what's not broken. This is Texas A&M, not a liberal arts school.

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-I disagree with Construction Science being moved to the Engineering Department. I believe the current program for Construction Science students, like myself, is perfect to prepare us for the future in the construction industry. I believe if Construction Science needed to be pushed out of the Architecture Department, then it should be its own department.

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While there are some good recommendations made in this report in terms of restructuring internal departments to better assist students, initiatives such as moving construction science to the college of engineering seem politically motivated to support missions like "25 by 25", raising the engineering population to 25,000 by 2025. This type of restructure can lead to a loss in application of theories and experience in the field. I also believe the engineering classes students would be required to take would deter construction science majors. It would also create cost of tuition, another deterrent especially for those struggling with finances. To balance such changes, maybe there should be an act to improve not only recruitment efforts, but scholarship and grant spending.

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This seems like a very political move and it has not been well thought out. Personally, as a Construction Science student, I believe that I have gained so much knowledge and experience with the COSCI department lying in a smaller school such as architecture. A lot of us students have worked together to create the best culture we can in this department, another reason why it's the number one program in the nation. I personally feel like the phrase "If it's not broken, why fix it?" really comes into play here. We have become a very sustainable and strong program through this school and there is absolutely no reason to change the way we've been operating for so long. Approximately 30% of our COSCI students are first-time college attendees along with being minorities and it is a huge step forward in making the program/school more diverse. Through having COSCI in the architecture department, students who have fought for an opportunity to earn this major have more resources with less students to compete with for attention when it comes to academic

excellence and help. I have received the best help from my advisors who only focus on us cosci students. With a more general system for advising in the school of engineering, there would be less help accessible for us cosci students. We aren't just numbers, we are your students who chose this major for a reason. With this information, I hope you make the right decision and keep this major in the college or architecture for future generations.

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Consolidating all of these separate colleges into a few is a horrible idea. What sticks out to me the most is the move of Construction Science to engineering. I am currently in the TAP program, before I was an Engineering student. Every day I hated going to class because it was uninteresting, extremely challenging, and I was not learning about real world applications. Since my switch to Construction Science, I have actually enjoyed going to class. My professors have years upon years of real world experience which is so valuable and interesting. I know I am learning things that I will actually see and I will actually be doing where as in engineering I was not. The claim that Construction Science is closely related to Civil Engineering and Mechanical Engineering could not be any further from the truth. The kinds of people in Construction Science and in Engineering are completely different and have totally different skill sets and mind sets. You see this every day in industry, Construction Science students need to be taught real world skills by real world people, not endless theory and inapplicable information. It doesn't matter if a professor has a masters or not, experience overshadows all and this University would be losing some of the greatest professors and teachers I have ever had in my life. If Construction Science is moved to engineering, the University will be losing out on countless potential students. Again, students who are built for engineering are not built for Construction Science and vice versa. Think realistically, everyone is different and there are different kinds of people. Engineering students, for the most part, are different than Construction Science students. Think about all the companies that hire Construction Science students from Texas A&M. How will this move and change of curriculum change the students coming out of the program? Will these companies be as inclined to hire Aggies? Students who want to go into construction may be turned away because construction science is under engineering. The basic engineering courses are not at all applicable to anything that a Construction Science major would need, take it from someone who was a freshman engineering student. Finally, this seems like a completely political move on the part of the President by trying to bump the numbers up in engineering and reach the "25 by 25" goal which is having 25% of students be in engineering. I believe this move is shameful. Peer reviewing this University to other is simply laughable. The thing that makes Texas A&M so great is that we are unlike any other University in the world. Why would we want to be more like these other institutions when our differences make us and Texas A&M so special. Just because other institutions combine their colleges into four main ones does not mean that we should. We may also want to look at the time this report was made. This was made over the summer when classes were not in session and many professors were not in school. This timing seems fishy at minimal and the amount of information collected is massive. Who really received a survey and who really went into these interviews. Why is the Museum of natural history in the Capitol Improvement Plan from August now seen as a "Recommendation" in this report. I think we should all take a look at the Aggie Honor Code and ask ourselves if this really values what we believe as Aggies.

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Why? the current Construction Science Program works. Why are we messing with it? As a current student in the Construction Science department, I would not want to see this change happen. I chose construction science because I wanted to do construction science, not engineering. Do not take this option away from future students. I would not have chosen Construction Science if it was in the college of engineering because I do not want to be an Engineer.

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I just think the department advising should stay, it's very helpful and i dont think general advising will be any more help.

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I believe that there should have been more time to provide feedback. I also think there should have been a list of pros and cons that went into detail about the implications of each recommendation. Most students didn't even know this report existed, so how can we be expected know the implications of things we are saying yes or no to? I think it was awful planning, and although it states that student voices matter, it certainly does not seem like it with the way this was set up. There should be a very long waiting period before any of these recommendations are implemented. These are astronomical changes to the University. I also feel like the report could have formatted in a way that is more easily digested. It is overwhelming to look at, and there's no document outline in the PDF to allow us to easily reference back to specific sections.

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The report seems very ambiguous and dramatic. All of these recommendations require major changes and in many cases, the creation of new departments and management systems. I would prefer to see us use budgets to improve current systems. It is important to be selective when considering these recommendations. I appreciate the transparency and communication with this process so far. I look forward to reading follow-up reports after review from the president.

Tamu should stay and operate the same. No changes.

I think the College of Liberal Arts and Sciences is a bad idea. As someone who transferred from the College of Engineering, I definitely like being in a smaller college. It feels much more friendly and accessible and the faculty and staff all seem to know each other too.

Merging advisors amongst various colleges is perhaps the worst recommendation within this report in my opinion. Advisors working within their specific college are extremely knowledgeable about it and provide a much better advising experience for students.

I dislike the University pushing DEI; A&M should not reach out to potential students because of their skin color. A&M should certainly reach out to as many potential students as possible, especially low-income students, but giving people advantages based on race is wrong.

AGLS 235 has been an extremely useful and informational course. It has been a top resource in bettering my financial skills as a young adult in college.

Money education course AGLS 235 is an amazing resource for new college students. It should be required in students first semester.

The references used to support much of these findings are over 10 years old therefore they are not relevant to today's world. The whole document seems poorly written and written to make the university seem like a business. This seems like a poorly veiled way to put forth the new president's agenda. If these recommendations are followed through, there will be a faculty mass exodus and will lower our rankings at a university as a whole.

Above all, the University, faculty, and students are absolutely maintaining a cordial relationship in dealing with any current or future challenges to keep them abreast of the situation.

Personally, the department has always help me. They try to do the best for each individual I do not think it will feel as home as it feels right now, if the Biology department fusions with other departments

The president needs to release recorded messages directed to the student and faculty. Emails are fine, but I have yet to put a face to the name that is making these decisions, and there is broad frustration at the lack of transparency on the administrations thought processes up to this point. This report tells us what the company that was hired thinks but we have no context for what the administration wants or how they are interpreting these things.

n/a

I will say I don't think much would change by moving USAR out of the college of architecture because I don't think they do any type of studio projects, but if Viz and Construction Science get moved out, I don't think that would be in their favor. The dept. of Visualization, while leaning more towards an art degree, are still designing virtual worlds. Because design is so heavy in their projects and studios, I think it would be beneficial for them to stay in the college of architecture along with their fellow design majors. Having other design majors (ENDS and Landscape) to bounce ideas/ perspectives off of besides people in their own studio can be really helpful and we definitely have learned a lot from each other over the years that I've attended this school. Construction Science I think also benefits by staying in our college so they learn to have an eye for design AND structural stability. I've heard professors in class tell us time and time again that engineers don't have an eye for design, and by us (the architects) knowing how to do some of the engineer's job, we can prevent our design being ruined by, for instance, a column being placed in the middle of an open room. If we move the construction science majors to a more engineering-heavy school, their attention to design will diminish, and because they're the first one's in contact with architects, I think that would hurt the communication/ understanding between the two when it comes to working together in the future. Thanks for listening to everyone's feedback!!

Overall, the theme of centralization does worry me as this does not actually always make a process streamline and effective. I don't love that this survey did not get very good response rates from the current student body. It severely skews the data. The same goes for this feedback response. I would be greatly surprised if y'all receive a high number of students who are giving genuine feedback.

This report lack firm data. The bold propositions demand a more conclusive and better-designed research system that provides stronger data to support claims. In addition, claims such as the "Academic Realignment" seem to be the product of someone outside the academia with little knowledge of the implications of such changes on recruitment, current students, former students, and faculty. The few propositions that actually look enticing on paper will demand resources that might not justify such change. These few solid propositions should be perhaps the foundation for

continued exploratory research, followed by conclusive research before such resources are allocated.

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I just think is sad that this report doesn't look out for the future of students and how it will harm them instead of helping them

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This report is incredibly vague and not supported by any actual hard numerical data. It was simply pieced together through interviews with various people. If they have hard data to back up their claims they should have released it with the report, For example the "perception that the biology department is underperforming" who did you talk to that said this. Why do perceptions matter when it comes to performance it should be measured based on achievement, which in this case would be incorrect. The Biology department brings in plenty of NIH money to the university and college of science and is an award-winning department and has been for the past 100 years. Additionally, as a student who has done his undergrad, master's, and is now working on his Ph.D I feel relatively disrespected in how sudden this report was dropped. Overall I would appreciate and expect that before decisions are made about recommendations that come from this report that the university, the board of regents, and the president seriously review where the results are coming from. In addition to looking at the hard data each department has, perception is a PR problem, not an organizational problem or a case of an "underperforming" department. It is partly on the university itself to fix this problem with help and support from the department. I think this report has some serious flaws in its methodology and how they collected their data and was made

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I am highly disappointed with the centralization of many campus organizations and departments. It is a shame to see someone who has very little experience with this university try to make such a big change. I understand as a woman wanting to make an imprint but these changes are radical and an extreme waste of time and resources for most of the findings. Also I think a lot of the data provided does not accurately reflect the university as a whole. I disagree with reorganizing the Biology department especially after the progress we have made so far. I think this would be one step forward and three steps back.

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N/A

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This is all vague and in certain parts seems to need to be reevaluated, fact checked, and/or more specifics need to be added. If you would like more information on my thoughts or want to know what I think could be improved upon email me and I would be happy to explain better.

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I believe there should have been more of an effort to increase current student contribution to the responses of this survey. I believe that there was a great disproportion of former students to current students and while alumni certainly have valid opinions about their time at A&M, most alumni respondents had graduated over a decade ago. The university has to look much different now than it did when they studied here, so I think that ultimately the opinions that matter the most for this survey are those of current students. Why, then, were current students so underrepresented? Why were our voices not prioritized? Why didn't MGT Consulting and M+CG do more to improve current student representation in their surveying?

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I think the campus would benefit from some cosmetic updates through more modern art installations, murals, façade renovations, updated paving where cobblestone currently is, and / or more enhanced landscaping. It is common knowledge amongst students and alum that our campus is a face only a mother could love. It lacks any beauty or charm and I believe it could benefit from some beautification.

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I found several things disturbing: 1. The cost of this consultation begun so immediately after Dr. Bank's tenure as president implies she wanted to come in and start making changes without listening to faculty and students. I have heard a lot of faculty upset with how this process was handled 2. The first recommendation in the report is that the President's office should get more power. This seems fishy given the fact the President's office commissioned this report 3. The response rate on your surveys was quite low

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I strongly oppose this recommendation for TAMU

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I am a student in the Political Science Department. I love the idea of merging it under the Bush School of government. My feedback is that I would love that it be done soon enough so that my degree can reflect that it is with the Bush School rather than under the College of Liberal Arts. Thank you!

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There is little communication from higher offices with the student population, which is often frustrating. There is an even smaller ability to influence the decision-making process by these offices, which is downright infuriating.

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I think greater resources need to be allocated to diversity, equity, and inclusion efforts. All efforts that I've seen

attempted to improve quality of life or increasing education on how to confront racism have been undermined or dismissed. It's unacceptable.

It's a huge, shameful red flag that the (a) sample included such a small minority of students, faculty, staff, and campus leaders; (b) survey only collected data for about one week; (c) survey sample greatly overrepresents former students, who may have differing interests compared to current and incoming students; (d) and survey analysis states, "1,775 [student stakeholders] answered more than just the class level question", but fails to clarify how many completed the entire survey. Additionally, analysis of institutional DEI efforts is lacking.

I really appreciate y'all seeking students' inputs. I hope y'all take these responses in consideration when deciding how the University is to move forward.

Howdy, My name is [REDACTED], and I am a member of the Aggie Class of 2024. I am also a proud student in the [REDACTED]. I would like to provide my feedback in this report about the proposed changes that have been discussed in the MGT report. When thinking about the proposed move of the Department of Construction Science I had a lot of questions as I know several of my classmates had. Would Construction Science become an engineering tract, would we be able to keep all our professors (including those without PhDs), would our head of department change? My classmates and I have been discussing our thoughts on the report circulating back to these and other questions. When I first opened the MGT report and started reading about the changes proposed to Construction Science I was shocked to see how little of the article was dedicated to supporting the conclusions drawn. I was also shocked to see how many students were listed as respondents in the first pages of the report. Out of 500,000 people, only roughly 1,000 students had a voice in this report. Furthermore, I do not know of one Construction Science student who was interviewed in the preliminary survey. How can this be? When thinking about this topic, I thought about what it means to be a student at Texas A&M. I thought of our core values: Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service. How does this report fulfill any of these values for COSC students? I have felt betrayed over the last few days with the lack of information and transparency that has been afforded to my classmates and myself. We are proud to be Aggie students. We are proud to be in our department. I came to A&M not to blow off and waste four years of my life, but because I wanted to do something with my life. Construction Science has thus far exceeded my wishes in all ways pertinent to my desire to be a Contractor. I have felt the value of my education in ways I know other students at different Universities and Colleges know nothing of. I have seen the application of my skills readily in my life, and I have grown to appreciate even more than ever the Aggie network and its spirit. How does the proposed move value the Leadership exhibited by professors who might lose their jobs if the change happens? How does the change exhibit Loyalty to students who might find themselves in a forced change of major after working for years for their degree? How does this move value Selfless Service to the students of the Construction Science program who came to Texas A&M expecting to receive what was offered from the program? And how does this move represent Integrity when many students have voiced the concern that COSC numbers are simply needed for the Engineering program 25 by 2025? "The primary mission of the Department of Construction Science is to prepare students for successful careers and future leadership roles in construction and construction-related industries." I have seen this mission at work in my own education while here at Texas A&M. "In our department, we treat students like family." I have been thoroughly pleased with the Department of Construction Science and the skills I have been taught thus far. The program has aimed to prepare me for the workforce and to exemplify the Aggie Core Values. It is true that the program is equal to none. The sheer size of companies who are so readily willing to hire Aggie Construction Science students reinforces this point. I mean no disrespect to engineers or the College of Engineering, but the parts that have been so far the least helpful for the development of my skill set have been those classes in my major that most resemble engineering classes. That is not what my classmates and I came here to learn. The report said, "Moving the Department of Construction Science to the College of Engineering will enhance the educational experience and research potential for faculty and students in both organizations." I, personally, and a large portion of Construction Science students cannot see that being the case. Please take this into serious consideration. Thank you.

I know that I am nearing my end here as a grad student. My goal, and overall hope is to continue to teach within my department. This new plan to expand the Visualization Program gives me a lot of energy for the future of this department. I want to see the department change, and the program a place where students no longer say things like, "I wish I went to a different school" and instead became highly desirable and bring in a lot of students to the university. Bringing more students means more money for the school. I realize that there needs to be a lot of resources put into this change, including a state of the art building for this new School of Visual and Performing Arts. I believe the return on investment for the university, and the future students will be tremendous! This new school could also take on all of the arts



courses for the entire university, introduce more collaborations, and push TAMU into becoming a leading research and development university for technology in this field. The potential is here. -- I hope my response and feedback was helpful, and I appreciate the time spent in reading these. I would love to talk about more ideas and wish you all the best of luck in making these decisions. I am willing to clarify any of my responses if needed.

Two comments: 1) University's website is really outdated. It's GUI is user friendly. 2) The ISS really bothers and upsets international students! Really really really inefficient office! Gig'em and good luck

I think this report has huge changes with not much information about the changes. The survey sent out earlier did not include any information regarding these suggestions or changes. The beginning of this report was discouraging in the fact that it appears A&M desires to follow after other colleges in the way our academics are aligned, and I believe our academic programs and structure set us apart from other universities, making us leaders of the future of a public university for the nation.

Over 65 tuition not addressed.

DEI is a very important part of campus initiatives, especially since more minority students are applying to A&M. I do not think it is wise to divert funds to more general educational purposes since minorities and underrepresented groups do experiences structural disadvantages and are often lacking in community on campus. These issues make DEI initiatives particularly beneficial for us.

I believe that moving Construction Science to the College of Engineering is a very big mistake. I specifically chose Construction Science because I wanted to be taught construction from the perspective of actual builders. Throughout my college career at A&M, I have found that the real-life lessons that my professors have shared with me from their careers have been the most useful to me. You just simply can't replace the knowledge of somebody that has actually been there in the field that you are striving to go into. I am worried that a move to the College of Engineering would mean a switch from a more real-life, practical learning environment to one that is not as applicable to my career as a builder. Another reason that I chose Construction Science is the near 100% job placement rating after graduation. It is clear that many companies love what this department is doing and they have for a very long time. This move would result in a large number of companies looking elsewhere for future employment because they would not know if these new graduates would be able to complete the job tasks as well as the past Construction Science graduates. I just ask that before the careers of many are disrupted, our sides to this are heard and taken into consideration.

n/a

I am very pleased that President Banks has taken the time and effort to have this report produced. I think a missing piece in the report is student feedback and recommendations. Asking for feedback after the report is complete is great, however, I believe this University has many students who would provide more, or better, recommendations to improve certain functions. Including student feedback in the primary report is important so other students know that the student body is being heard and represented. We should be part of the planning process because we are the ones who are taking courses, dealing directly with different departments and offices on campus, and more.

Read my comments on the Realignment. Please heavily consider the impact of those actions. I know for myself and others that we would transfer schools(I've talked with peers) if that occurs. That change will de-value our study and work. Geoscience will be forgotten about, especially all the important research we provide. I already know that you don't want to fund our fieldwork but don't take away our identity. Having identity and not being like other schools is what made me choose A&M. But I will leave if this occurs which saddens me greatly as this is a top research facility.

Changes purposed by the management survey report are an example of a failed attempt in accessing the needs of the next generation. Rather it is an example of assessing the needs of the current institute in hopes of generating future income.

Get rid of the stupid and discriminatory Gay person center as well as any department or organization that is gender or race/ethnic specific we are all Aggies regardless of immutable characteristics like sex (commonly referred to as gender)!

This would get rid of more than \$500,000 in scholarships as well as get rid of a program that has a highering rate of 100 percent versus the engineering hiring rate which is MUCH lower. This is a slap in the face to all of the faculty and students in the Construction Science Department.

I disagree with the proposition, I solely chose Texas A&M University for the Construction Science program. I have invested a lot of money into this department and I believe it shouldn't be taken from me.

I Don't really think yall look at this and care. but dont see your problem on trying to save money, US as students pay yall enough if money is a problem look to see where it is being miss used, and put to use by making the students life easier.

I do not believe that Construction Science should be moved to the school of Engeneering. Construction Sciecne plays an important role in the school of Architecture at Texas A&M and is notably known around the state of Texas and the United States.

It would be beneficial to get the Bachelors of Environmental Design degree accredited by the NAAB.

It is my personal opinion that this University has become too large and therefore the value of our traditions are fading. The city of Bryan/College Station can also not support the amount of traffic and people that are on and around this campus. I would push for a smaller student body and therefore a more valuable experience that will keep our traditions going. I appreciate the effort being made to help this University run better, and the feedback called for from students. I wish y'all all the best in consolidating all this information.

I think the COSC department should be moved to Engineering

Just because you have FAILED on your promise of something you wanted to do ma'am does not give you the ability to screw over other people because you don't want to be seen as a failure. This college preaches about its core values. I think you mama need to read back over those values and take a step back and see if this meets all the core values.

Don't fix what isn't broken

I think this report gives a lot of good recommendations for the university to consider. I appreciate the president taking the time to have this report conducted and for prioritizing getting feedback from students and faculty on these possible changes and adjustments.

I think centralizing the advisors is a terrible idea. I feel like when I talk to my advisors they can barely keep track of what my degree plan constitutes. I've heard many horror stories of people almost not graduating due to poor advice from advisors. I also hope you take into consideration Texas A&M is not a corporation. Texas A&M is tradition, its families, and its familiarity. We should aim to progress with the times by hiring better professors and providing more funding to programs than changing the fibers of our university.

Do not make rash changes to be like every other university. We wouldn't be here if we wanted to be in cookie cutter programs. HLKN is a strong department. See what the students and faculty want and cater to that.

Construction Science should remain in its current status. I had lost my interest as a conventional engineering student, but when I discovered construction science, I fell in love with the degree and rediscovered my passion. Construction science is not an engineering discipline, nor does it require interaction with engineers. We are in contact with the architect.

As a construction science student I am extremely worried that the decision of transferring the construction science department from architecture to engineering will harm the major in significant ways. I signed up for construction science because it is the number one construction in the world and that I wanted to be apart of something that was so well put together and is orchestrated in a manner by which I will learn what I need to learn to be most successful person on my job site in my company for my entire career. By transfer from architecture to engineering, the university with jeopardize the opportunity to teach the day to day relationships that construction science careers and architecture careers have in the real world. Not to mention as a construction science student I feel as if the attitude and overall experience that COSC currently has will not be achieved in the engineering department solely on the basis that engineering is not where we belong. The COSC family is one of a kind and if it was up to me there would be nothing that would make me want to change it. So please I urge you to not fix what isn't broken.

Make this survey more accessible/ not as time intensive to read entire report- students don't have time for that, and these decisions affect us greatly.

If they are going to change admissions then expand holistically admissions and other clearly earned paths for admissions. Admitting people just to fit a quota to appear more diverse is just pandering to try and look nice. If we are going to make the campus more inviting to other communities then fix the problems on campus.

I think it's very troubling that there was a huge lack of communication between the admin, faculty, and students regarding this report. I should not have found out about the report through The Battalion, nor should I have had to find out that professors were being kept in the dark from that same article.

I agree with the report that DEI efforts are not enough. As an Asian American student, I rarely see myself reflected in the staff or in the coursework I am learning. It is much harder to feel like you are part of a school community when it feels like the school is not reflecting your interests or your ethnic background.

I find a degree from the College of Arts and Science to be much less appealing than a degree from the College of Geoscience.

I respectfully think that there shouldn't be a merger of departments or libraries.

Some of these are my comments some are someone else's. 1. It is interesting that Business was not included in the "mega-colleges" proposal. I suspect that this omission will not go unnoticed in that college and someone will regret it. 2. Consolidating Science, Geosciences, and Liberal Arts is going to be a difficult transition. The climate of the three colleges are very different from each other. I would say that it would be like trying to blend oil with water, but am at a loss for the third element to combine. Air? Yeah, air will work for the analogy. 3. Outsourcing Transportation Services has the potential of making an organization that is already perceived as being unresponsive to the concerns of the people it serves into something that matches that perception. It will also probably destroy the livelihoods of those who drive the buses. 4. Consolidation of advising into one central office may make transfers easier, but it will be done at the expense of advisors getting to know the students that they are advising and the programs that they are putting the students into. 5. It is interesting that several programs have been proposed to be absorbed by the already over-stretched and ineffective College of Engineering. 6. Personally, I think that having the Library independent of the various colleges makes it stronger and less likely to become a source of turf-wars between the colleges. 7. I like the idea of a museum - we have needed one (besides the Bush Library) for a long time. 8. Viz could definitely benefit from being somewhere other than Architecture. While A&M has long proposed doing something with fine arts (I had a friend who came to A&M to study fine arts in the late 1970s on the promise (obviously unfulfilled) of a program being created), it has been unrealized. 9. Doing away with the Journalism degree did not make sense at the time. In these days of dying print journalism, it may make more sense to leave it dead. I'm of mixed mind on this one. 10. It looks like the Provost's office is being massively stripped (with things being given to the president's office). 11. Does A&M really need more Vice-Presidents? 12. While the scattered IT entities that serve the whole campus don't make sense, embedded IT in colleges and departments does. If A&M is serious about IT security, decentralized IT staff that actually know the faculty that they are trying to support (and can develop a relationship with) is extremely important. The quickest way to make faculty bring their own computers that can't be secured is to make it harder for them to use the ones that the university provides. 13. Please do not combine Poli Sci with the Bush School. As a bush school student this would be a disaster. Your report findings show that you want to increase the emphasis on art, be it media or music in nature, but there's currently an issue with the art program itself. I am a student with an art minor, but I am currently one of the last students in that minor. It is underfunded and understaffed. I would love to see more of an emphasis on the arts and be able to take a wider diversity of art classes and have a&m have a higher priority for it, but we currently lack so many students because we lack the ability to do so. If we could start focus now on expanding and making the arts more accessible to all students interested, it would be greatly helpful.

Fund the arts please! I'm an Art Minor and it breaks my heart to see that you are not funding the art minor. Growing the Arts at Texas A&M is suggested in the report and you are doing the exact opposite! Please fund the College of Arts and Science! I would like more access to art classes and I also want more students in the future to have the chance to be art minors as well. I know I'm not the only student at Texas A&M that wants to minor in art. Please show us that you value the Art Minor and the Arts by allowing us the funding to hire more faculty, use more classrooms, and more supplies. I truly love this program, please fund it.

I'm not sure if this was talked about, I tried to find it but didn't find it exactly. I believe that the College of Veterinary Medicine and Biomedical Sciences (CVMBBS) should have more autonomy from Main Campus. I can't immediately remember all areas that having to rely on Main Campus causes issues but one recent one is that when we have issues with class material posted online, one of our IT people ( [REDACTED] ) previously had a student login for Moodle so he could see what we students see so he could troubleshoot issues. Even though he has requested it, he has not been given this ability with Canvas since we have switched over from Moodle and it has caused issues and confusion that could otherwise be avoided. In general, anytime we students ask why something is happening the answer is usually "because that is decided by Main Campus and we have no control over it". I believe that this is inefficient as Veterinary Medicine (Vet Med) is highly specialized and I don't believe it can be run in the same way as other colleges. It should be overseen by those who are in the field and know what makes sense in the context of Vet Med. Thank you very much for your

time and consideration!

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The College of Science SHOULD NOT be consolidated with the college of Arts.

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These proposals suck.

The recommendation to consolidate into four large colleges is alarming and saddening. I desperately urge the university to reconsider the benefits of smaller colleges, particularly in regards to student retention and recruitment, faculty and student wellbeing, diversity, and research. As a geology student in the College of Geosciences, I speak for myself and my peers when I say this will remove the main reasons students come to A&M for geosciences. When searching for colleges in high school, I originally ruled out A&M out of fear of being swallowed up in a large school. Upon touring the campus, the familial culture of the College of Geosciences, the small class sizes, administrators who know you by name and are willing to bend over backwards to help all endeared the A&M to me. What was unthinkable became my first choice. Many of my peers chose A&M solely because of this. By removing this significant benefit, you will be losing a large portion of prospective students resulting in a lower overall caliber of student recruitment regardless of your efforts to better it. Now a senior, I love the College of Geosciences administrators and advisors, having been able to build personal relationships with them that the large colleges cannot boast. If we are merged, many of these stellar administrators will be laid off or overburdened by the addition of many times more students and a wide-even hodge-podge- collection of majors. We here in geosciences can trust our advisors to know us, our personal goals and struggles, and know they will do everything in their power to help. Not so in the other colleges. In the College of Engineering, for example, advisors do not even know the students faces and the relationship is stiff and cold. I have known many engineering majors struggle to get help in applying for classes, learning of resources etc. because their advisors are so overworked. Merging will only exacerbate the struggles of the larger colleges while dragging down the smaller. This lack of support will inevitably lead to higher dropout rates and mental health struggles. Students like me will feel more isolated, not less. We identify not just with the university as a whole, but as a college with its own unique culture that will be lost with a merge. This move will also harm diversity. It sounds counterintuitive at first, considering the College of Geosciences long struggle with diversity. I make this claim primarily in regards to scholarship. Geosciences is a college with lots of funding due to our important research and participation in IODP. We pull in well more than our weight, especially compared to the arts. The college takes a significant amount of grant money brought in by professors to aid in scholarship and facility development. For our professors, it makes sense that this money is taken as it will be fed back to their own students and facilities. If it is shared with the liberal arts, which brings in much less money despite its larger size, the cut of money being fed back into researching, funding earning students in the College of Geosciences will be harshly reduced, resulting in a lasting decline in productivity and therefor income. Scholarship money is already spread thinly in our college as it is, and it is a significant help to those students who can get it, particularly minorities. If we merge with the Colleges of Liberal Arts and Sciences, our money will be redistributed away from us as we are a much smaller number, yet more prolific college. Our scholarships will be reduced further to accommodate this reduction, pushing poorer students and minorities away from the geosciences when we should be striving for the opposite. Additionally, the merge into a College of Arts and Sciences will hurt the image of our colleges. When I hear arts and sciences lumped together, the first thing that comes to mind is weak science. Is that what we want our university to represent? Prospective science and geoscience students want a college tailored to them and their needs. Think also of the college specific Living Learning Communities (LLC). These, specifically the Geosciences LLC as I was a member and peer mentor of it, strives to welcome students, give them a community of students with similar interests (the geosciences) and teach them things that are useful to know in their fields. An English major wants to learn aesthetic writing while a Meteorology major needs to unlearn that from high school and learn technical writing. Research, job searches, interviews, types of classes are all vastly different. LLCs are able to specially design their courses to best help their specific students. The LLCs and colleges know this and tailor their resources accordingly to best fit their students. This helps both the students and recruiters in promoting our familial image. Loss of high quality applicants could even lead to the loss of IODP, a major source of pride and income in the College of Geosciences and unique to us in the entire western hemisphere. Even risking its loss would be irredeemable damage to our image and recruitment. Art and science are both noble fields, but are too different to reasonably combine. One or the other will suffer as what is beneficial to the arts will harm the sciences and vice versa. Are such minimal benefits as the convenience of a few upper administrators really superior to the wellbeing of faculty, staff, and students? Has a single person wished their college was larger and less personal? I think not. There are other ways to insure consistency of values across the colleges

without merging that will not result in lower enrollment, fewer scholarship opportunities, higher dropout rates, worse mental health and community. Reducing spending is no use if it results in an even larger loss of income. Because of my strong love for this college and university, I beg you to reconsider.

Stop wasting time on DEI initiatives and start spending it on bringing high achievers to campus, REGARDLESS of their race/class/gender/etc.

I love this university with my whole heart and am proud to be an Aggie every day. Some people may think our traditions are outdated or we need to "advance" more socially or politically, but the traditions and core values of this university are the reason so many individuals want to be students here. It is a magical place, and I hope that we can continue that so some day when my children attend Texas A&M, they will get to experience the same incredible culture I did. Also, thank you for giving us students the opportunity to provide feedback!

Fish camp should continue to be student led. As [REDACTED] and someone who has been around the organization for awhile I know it has its faults, just like any org. But by removing student leaders who care about fish camp and who have experienced it you are damaging the experiences of future freshmen. Fish camp is as special of a thing as it is because it is student led, not in spite of it!

Please make central campus more bike friendly.

None

Really liked most of the ideas they came up with and hope to see these implemented in the near future

All in all, I've had a great experience here. However, I would say stop artificially growing the student population. Many of the facilities, classes, and parking lots already have too many students, not to mention the streets of college station. Cutting back on admission to a level comparable to recent years would not hurt A&M's financial status enough to offset the gains made in quality of student experience if it weren't so overpopulated. Just my opinion and something I've felt since the very beginning of my career here.

I do not think the idea of mega-colleges is a good idea. While some colleges might benefit from merging with other the arts and sciences college is not a great idea in my opinion. Those three colleges all handle things so differently they just would not mix well. A lot of these suggestions on the report are dangerous for the university. A university should not run like a business. We should care more about a proper education and improving the lives of students than money

none

put money were I need, not another rec. keep the recycling program, since they have taken away a lot of recycling, make it more accessible- and actually recycle it. academics need to be more open to every one also with disabilities. A&M has never been like the other schools, SO WHY ARE WE STARTING NOW TO BE LIKE THEM?

Overall, I like the centralization of leadership and tasks. I often feel at the dental school that we have to wait on a bunch of different offices to get approval for certain things and it's often by people who don't take the time to understand our issues. The dental school feels like an afterthought to CS campus. The new building is great and all, but a lot of the teaching and clinical practice is outdated and we are limited by old-school faculty who don't practice evidence-based dentistry or by CS people who don't approve of requests to enhance the student education.

I would like for TAMU to have a welcome desk and information desk for visitors/rivals at home football games. I had 4 friends go to a game last season, rooting for the other team - but still was glad to see them go and experience Kyle Field. They told me, no one talked to them or greeted them, or made them feel at home. I was so disappointed. I always hear about other campus visits like Notre Dame where rival visitors are welcomed with open arms and made to feel special - as they understand that going to visit their school is a bucket list trip for most. Kyle Field has become this way - but we need to make the rival team visitors feel at home. Also - first time visitors. I have seen lots of parents and guests look so overwhelmed. They should get a special badge - and then everyone knows to make the experience extra special for them - at the gift store, concessions, ushers, fellow students, alumni.

Combining McFerrin with Engineering Entrepreneurship... Engineers definitely benefit from these courses more than ever like practicing speaking in front of people, and coming up with a business plan. Most engineers will go into management roles one day and their current curriculum doesn't prepare them for the business side in the corporate world... We could create incredible leaders driven in innovation by all the McFerrin center has to offer. It is difficult with the schools being so far away from each other, but I feel like the impact would be incredible if there were joint forces.

I believe the majority of these are good recommendations and should be implemented. I think you will find pushback from within the org structures. I do believe that should have new blood with the same perspective of what you wish to accomplish. If you don't believe in the vision, how can you obtain it? Find the people either inside or outside the university. The ability of remote work has opened a new area of opportunity for the University. They need to embrace remote work and flex work. The amount of space saved on campus, and carbon emissions is a success story. If you have the ability to hire someone from Florida to work at TAMU remotely, depending on the office/duties, it should be invested!

I appreciate the idea of centralizing everything except I am curious as to how much this would cost and if it would be feasible. Additionally, would this create a slower system similar to how things work in the Federal/state level?

As whole, it seemed as though the recommendations of the report were not intended for the benefit of the students. The students seemed to be nothing more than an after thought once improving ranking and any monetary components had been considered.

N/A

I believe that a lot of issues would be resolved if the higher ups took into consideration the wants, needs, and concerns of their faculty and staff. There is no fixing the issues if important voices are silenced because they don't align with what the president and higher ups want to do.

Dear M. Katherine Banks, I simply want to express a note of joy and congratulations. What a long, long way this university has come. But isn't it all about growing and expanding our perspectives? I like to think so. I transferred to TAMU in the 70s because my fiancé was finished at ACU and going on to TAMU. He thought it might be a really good idea for us to get married, and for me to go to TAMU with him. I was an art major (no art studies at A&M in those days) but I went anyway, and decided to figure it out from there. I realized, at once, that I was limited there. There were few female students on campus at the time. I think the ratio was 11:1 or something like that. It was a decidedly non-persona world there for women in those days, especially women of voice. I ended up majoring in elementary education. There are two professors I particularly remember: one was my Elementary Language Arts teacher, who regularly told us that being a female student on the A&M campus was "just like being a fairy princess" (I could not possibly make this up) and the head of the department, who saw who I was and encouraged it, not because it fit the mold, but because he believed it would be good for children. He took a world view. I spent all of my time on campus in the Harrington building with the other young wives, even though I really loved the meteorology program. Some truly inspiring teachers in the meteorology department, so compelled their subject---but every single class was completely filled with male students. It was quickly made very clear to me that I did not belong there. So, I did become a teacher, and, in fact, was the first education major at A and M to earn a perfect trifecta--in those days, an education intern was evaluated by a committee of three: the supervising teacher, the evaluating supervisor assigned by the university, and an assigned faculty member. It even made the school newspaper. And I ended up loving the profession that I considered foisted upon me at the time. I have no regrets. I did eventually become an art teacher, but I taught many other things as well. Over the course of my tenure, my audiences included students from pre-K to university and adult levels. I was a Fulbright scholar. My contributions to the early synthesis of technology and education are housed in the archives of the Age of Information Gallery at the Smithsonian Museum of History. I am a [REDACTED] etcetera. I've been invited to speak to educators all over the world about my ideas, my work, my students, my passion. I've had, and am still enjoying, a full and beautiful life--and am still married, for 43 years now, to that sweet, strong-minded boy who thought we should head out into the Texas sunset together all those years ago. But good for you, M. Katherine Banks! I sincerely doubt that we will ever come face to face, but I want to state for the record that I am so proud of you, and what you will accomplish. Regards, [REDACTED]

The way that the colleges and academics are set are perfect the way they are. These drastic changes will overall harm the quality of education at the university. A true shame.

I kindly prompt you to accept all recommendations. Your office ought to improve.

n/a

Most recommendations seem obvious, and I do not know why we were not doing this before.

N/A

If the issue of communication is the source for desiring a consolidated advising department, I do not think the communication skills of the faculty will suddenly resolve with the consolidation. If communication is the problem, that should be addressed through training and management.

I think a Performing Arts School similar to the one recommended in the report would not ultimately benefit the university. The amount of time, effort, and funding needed to promote this new college would distract from the needs of the schools that already exist on campus. That being said, I think a Department of Journalism would be a noteworthy addition to the University and the College of Liberal Arts/College of Arts and Sciences. If t.u. has one, we should have a better one.

Overall I don't have much to say about each section above on its own but about the idea in general. The combining of the sciences into one big science is not a good idea as it defunds resources for the students while also making staff go into a general science space instead of being split up based on their separate studies in a certain major. Overall the best way for students to learn and grow is to keep the majors and their buildings as they are.

The College of Geosciences SHOULD NOT be combined into the new college of sciences and arts. The current structure should be left as is.

I believe that centralization in many respects is important, as well as maintain a well-structured organizational system for the university. These do not, however, constitute greater transparency. Much of that comes through better communication, which must come at a cost of saving face sometimes, of which the university seems to do a lot. The COVID-19 pandemic exacerbated already existing weaknesses in transparency and communication between faculty and administration, which trickled to affecting the graduate student population. It seemed nobody could get any clear answers out of anybody, or get any notion as to why or what the lines of communication were. There seemed to be an awful lot of responsibility-shedding at all levels of the organization. I'm also concerned about the shifting of some responsibilities on already-taxed faculty, who have expressed that there simply isn't enough time to satisfy research, teaching, and service responsibilities, not to mention additional administrative tasks.

I really enjoyed the attention and recommendation brought up about the Technology Management degree. The degree plan feels inadequately placed in the Department of Education and Human Resources. Since it has such close ties(2-3 class difference) with the Cybersecurity minor(which is located in the College of Engineering) it makes more sense for the whole degree plan to be relocated.

Want to have more money? Give less money to engineering and sports, other departments need it more.

As noted in the report, the effectiveness of DEI efforts are scattered. I think this is because both sides do not want to compromise. The people who think it's adequate are bombarded with trainings (that make them less interested in the subject), while the other side pushes for more (that they believe everyone will learn from).

TAMU needs to invest a lot on its graduate students. Graduate students feel neglected, as compared to undergraduate students.

I would agree, in that many of my frustrations are with aspects of the university being very decentralized. Looking to the future I would very much like to see more unified art and performance spaces that do NOT require extreme funding (Rudder), as this dissuades arts organizations and student-led performances from occurring. A campus museum that houses and showcases departmental collections and research would very much help to unify colleges, faculty teams, and students.

I think it is time to change up the ticket pulling aspect. Shouldn't be waiting in line for 24 hours to get a ticket to a game in which I already paid for the sports pass to receive the ticket. I'm not saying assigned seating, I'm saying to remove ticket pull but just do it better so that it is more reasonable and possible for students that don't have time to pull tickets.

N/A

Just remember you are representing the Texas A&M University, you have to adhere to the values, ethics and views of the University's current students and Alumni. Not the other way around. You're not representing the University of Texas or any of their systems..

It seemed like the vast majority of suggestions called for significant increases to department centralization and staffing increases. One of the benefits of A&M's decentralized approach is a low overhead. A&M provides a great educational experience for a great value. Let's not change that to a great experience for a pricy value

## General Feedback - Former Student

Please provide your comments related to general feedback, process, or other sections not listed above:

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Student focus should always be paramount. When you must choose between students' best interests and the interest and ease for faculty and staff, the students must always come first! Sincerely, A former student and a 29 year educator  
Advising is often poor even when the advisors know the program they are advising. I can only imagine how bad it will be when everything is global in nature and not specific.

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While reading this report, I felt like it was focused on the fact that Texas A&M was different than other universities and that it should be changed to be like the other universities. Texas A&M is a world renowned university and we should be exploring the strengths that make this university unique and building on those strengths. Texas A&M does an excellent job of preparing its students to excel in their chosen career and to have the leadership skills to become leaders in their respective industries.

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My spouse and I, both Aggie graduates, applaud heartily this project. Both of us have worked various jobs for various companies both for-profit and tax-exempt, both Fortune 200 and independent entrepreneurs. Each of them accumulated their shares of bloat and departmental self-importance that overrode their stated goals and functions. Each needed to self-evaluate, to go back to their "Worker Bees" first when trying to determine how best to serve their stated interests, to survive and thrive in our very competitive corporate and governmental markets. A&M should "Lead by Example" in taking the difficult but very necessary steps to slim down, rearrange and reallocate resources and personnel, completely reimagine how work can best be accomplished to meet the needs of our customers (students, staff, faculty, taxpayers). Life is not fair or easy. Never has been or will be. But we as Aggies and as leaders and members of the Aggie community can make it better for ourselves and those whom we serve as educators and researchers. THANK YOU for taking on this monumental chore. It's long overdue. But we CAN do it.

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Very well done, thought provoking survey. It seems as if A&M has become so large that it operates inefficiently in some areas. Probably to be expected, but I am glad that it is being addressed. I do hope that A&M's overall culture will remain consistent with its core values and conservative nature. Giving in to the beckon calls of today's media is less important than holding on to what makes this a truly great place.

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I love A&M, and I understand the need for it to grow, change, and evolve over time. I clearly don't agree with everything suggested in this assessment, but I think it's good to be self-critical, even as an institution, from time to time. The beginning of this study though was pretty vague on what the larger goals of the university are. While I was there, A&M established "Vision 20/20" which was a relatively concrete goal in terms of investment in faculty & staff and seeing a reflection of that in university rankings. I don't put a lot of stock in the rankings, as the popular ones (US News & World Report) to me don't include unbiased criteria. I hope A&M is not just striving to win a popularity contest, but instead is striving to better serve its students, state and country. It would help if part of this report would clearly state what the university hopes to achieve by implementing any of these changes. One other real concern I have is that TAMU seems to be turning into a bit of a diploma mill. This is part of why I oppose the creation of the college of liberal arts & sciences. Student debt is a big topic right now, and ever since tuition was deregulated in the early 00s the cost has skyrocketed. A&M should care that it is preparing students who take on that amount of debt to succeed in life, including financial stability. There is also an element of prestige to not accepting every applicant just because they can write a check. Please don't let the business of college overshadow the mission. Thanks & Gig'Em.

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DEI will be the death of Texas A&M. It is not a hallmark, particularly the E (Equity) portion. Give [REDACTED] a huge raise. The man has earned it. Get instructors who can teach without a student having to strain to understand. This is a HUGE deal that the Faculty Senate does not want to address.. One of my best professors was [REDACTED] an Egyptian gentleman who was raised in Great Britain. He spoketh the Queen's English. The man was a delight. The worst professors were those whose foreign upbringing weighed heavily on their speech. Passing the TOEFL is not good enough. These persons cannot communicate well, and have no business teaching in the US. We want to help students in their learning, not present difficult and needless walls.

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Don't fix it if it's not broken!

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This report has many recommendations, but a number of them are way too short on specifics and lacking in detail. Many of the proposed recommendations are far-reaching and could be significantly impacting, including in negative ways. Many recommendations also centralize processes and operations. While this can occasionally be good, it can also



result in increasing bureaucracy, impersonal service, and inefficient services when the centralized unit develops problems. There are a number of recent examples of that happening at Texas A&M under auspices of somehow improving services while cutting costs but what happens is that both costs and services get cut. In sum, too many of the recommendations in this report should not be implemented, and that does not instill a great deal of confidence in it overall.

Dr. Banks, My hat is off to you to go through this process. I thank you for the opportunity to provide input into this report. My apologies for I had personal demands that didn't allow me to thoroughly read this report and respond directly back by section nor provide initial input. However, I would like to add a couple of general comments that are extremely important from my perspective. They may not be in line with the organization and process feedback you are asking, but without the following, the organization and processes become rudderless leading to a decay of this great University. First and foremost, anything and anyone tied to the University must exhibit those 6 core values. They are the foundation of the University and should not be compromised. Diversity, growth, increased quality, and other initiatives including many contained in the report cannot be successful long-term if the core values are compromised to achieve them. Overcoming mistakes can be achieved if those core values are not compromised. There are individuals that confuse diversity with diversity in values.... Mistake, those can go elsewhere. All activities with the University and the supporting organizations must treat those core values as the roots to this great University. Second, strive to maintain ties with ALL former Students and not just the Elite... [REDACTED] often states; "We strive to be Elite, but not Elitist". This means establishing/maintaining ties with All aggies and not just the Distinguished Alumni or large donors. All former students must feel a tie to keep this University on the trajectory it wants. A HUGE opportunity is being missed and actually showing a divide with the Distinguished Alumni Monument in Aggie Park without a tribute to the other 99+% of former Students. Some of those have some remarkable stories which make up the fabric of the quilt that represents this University. Thank you for taking the time to allow us to provide feedback. Gig em! [REDACTED]

Increased centralization is one of those ideas that makes sense to academics, but not to people with real world experience. I don't agree with strengthening the role of the President's office.

students first. always. NOT MONEY

Stop having perverse events like drag queen shows on campus. Promote a campus life that is inclusive of conservatives and Christians.

This MGT survey was an abomination. Pushing the narrative further to change the campus and overhaul it to be another run of the mill university. What gives Texas A&M it's strength, power, and future, are the very things that make us unique. Curious how none of the universities we were peer/compared to are even in Texas. These comparison universities are beneath us, or different entirely, in the same manner as milking a cow vs milking a bull, and the complaining that your milk tastes differently. Cherry picked data to justify hitting Texas A&M with a banhammer and to alter the university, remove it's identity, entirely. People say that what we identify as matters, well Texas A&M identifies as Texas A&M, and if you refute that, you're a bigot and are dismissing the lived truth of A&M. Yes the College of Engineering is huge, as it should be. Advising is decentralized, governed by each major, as they should be. You'll never have a one size fits all approach, and trying to shove the university and it's respective colleges into a "big box store" feel, as this report would suggest, destroys the very fabric of what makes us Aggies. Trying to shove in 25,000 engineers by 2025 risks diluting down the degrees or simply put, dumbing down the curriculum to pursue more students.

Additionally, merging the College of Fine Arts and Sciences, as many smaller east coast schools do, does not make sense nor enable either entity the ability to perform as unique and necessary institutions on their own. If you wish to improve the university, might I recommend cost saving initiatives like never paying for another such a slanted and asinine survey again. Perhaps considering cutting the University Administration's salaries by 10% as well. Speaking of cost savings, DO NOT outsource student on and off campus transportation. The current model makes sense, and such outsourced services at other universities always ends up being more expensive in a matter of a couple of years than any immediate cost savings might hint. You will pay more, get less, and be confused as to why... Why was this even an option? Look at what happened with outsourcing dining services. Pursuing diversity over meritocracy, over talent or the outcome, is a fool's errand. Diversity should be cultivated organically and naturally, not forced and mandated. Diversity is great, but chasing metrics and numbers over anything else and rejecting the notion of assimilation while encouraging the students to celebrate what separates us is not healthy. Change for the sake of change simply to change and virtue signal will not yet results, will not bring us together, and will not continue the ability of A&M to be a natural melting pot. Let talent

speaking for itself, and let those who wish to join A&M do so freely. The desire to erase campus landmarks to resemble west coast university appeal also does not sit well with me. Remarks about the Corps of Cadets being "too Caucasian" is not only insulting to our diverse group of Cadets but a surface attack on the Corps' rich history and selfless service. Creating more commissioned officers to the US Military than all the service academies combined should tell you that the Corps has the ability to form the talent, respect, and love for each other that is required in a military environment. The Corps of Cadets, and the College of Engineering, are fine examples of successful melting pots creating cohesion and powerful leaders. As they say, Highway 6 runs both ways. If faculty, administration, or students, do not like Texas A&M, they are free to leave whenever, and can go attend or work for a university more aligned with their emotional support needs. Those who wish to be Aggies will be Aggies. The University has thrived for a century and a half being run the way it is... Forcing us to change to be similar to UCLA or Maryland will destroy our identity. I say this as a First Generation Aggie, who came not from wealth, but a family of poor immigrants, refugees, and poverty. As the first in my family to go to college, A&M represented everything I aspired to pursue and be. I took on tremendous debt to break the cycle of poverty in my family. Texas A&M was the beacon to freedom, and it still is. The desire of the MGT survey however risks undermining that legacy for the Boogeyman fighting game of "equity" and "diversity and inclusion" while throwing out the University as we know it. I strongly believe the MGT Report offers the chance/opportunity/paper thin justification to radicalize and change the University to better suit the political leaning aspirations of those who dislike Texas A&M.

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The report is good for the most part and will likely provide a good roadmap for the next decades at TAMU. Without critiquing the individual items, I have concerns that TAMU is going the way of many public institutions and becoming too politically sensitive to ideals that are not in line with traditional, rational viewpoints. Not creating institutional bulwarks against these outlandish and incorrect politics provides inroads to political agendas that seek to destroy the long-standing culture at TAMU. Yes, many of the time-honored Aggie traditions may be outdated, but to re-write history to a narrative that destroys the institutional foundations of TAMU is ludicrous and paves the way to mediocrity and conformity, both of which should be avoided. I suppose that as a general rule, diversity in both students and faculty is a good idea, but the definition of diversity must be carefully defined to ensure these criteria are not utilized for anything other than legitimate collegiate affairs. In other words, diversity and its associated faculty positions and educational thrusts can and are being manipulated by factions to further their own pet causes that likely do not or will not ever benefit TAMU. Care must be exercised to not create a bias when seeking diversity and the outcome must be a natural one that is not contrived to meet some arbitrary standards or criteria that satisfies some political or societal movement of the day. This means that all students and faculty must be judged on their own merits that are relevant to the chosen area (students by academic and other relevant abilities; faculty by experience, knowledge, speciality, etc.). By injecting artificial criteria into the selection process that have no relevance towards the intended outcome, including race, gender, nationality or maybe even financial resources, the outcomes become skewed. In my estimation, when basing these decisions on anything other than merits, the process inherently overlooks many qualified and legitimately diverse peoples. The actualization of diversity must be organic and be directed by the "invisible hand" of the free market. To do otherwise is to nullify the outcome from the get-go.

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As a former student, and with A&M's continued growth, I am worried that Aggies are trying to become more like other institutions. The conservative values held by the student body when I attended is one of the reasons I attended. Texas A&M was unlike any other place I searched. I think becoming more like other institutions is a mistake as the closely held traditions at A&M make it stand apart. This thought of 'inclusiveness' is detrimental to our society. Do not lower the entry standards to try and fit in some certain demographic. Hold on to A&M's history.

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Please contact me to discuss the Department of Construction Science. Construction industry professionals would very much like the opportunity to express their serious concerns. [Kyle.h@agchouston.org](mailto:Kyle.h@agchouston.org)

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I am proud that my university is taking the time to provide the report and ask for our feedback. I am proud to know that my opinion matters in my Aggie Family. As a First Generation College Graduate, the changes proposed by the report helps all students and understanding not only the demographic of Texas but the entire nation is important to the success of TAMU now and in the future. I am also here to help in any way I can. I think the TAMU Systems needs to embrace the support of the former students especially those who are able to do so now that they are more senior or retired.

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Howdy, My name is [REDACTED]. I am a [REDACTED]. I write this in the brink of my re-entering the workforce after a 15-year hiatus to raise my children and take care of my elderly parents. I [REDACTED] I have always worked in engineering when I was using my degree. [REDACTED]

[REDACTED] In those years, I had to often correct people who thought I was an engineer and explain that “my degree is in Construction Science which is in the school of Architecture”. It got old not being able to claim that I was an engineer, even though I worked in the industry. At times, it made me seem less than my co-workers even though my role as a team member was just as important as their roles. So, with that being said, I personally would love to be called an engineer, but I don’t know how that plays with never being able to develop from EIT to PE and so forth. It’s a missing link. So think about this if you change the curriculum as to how this will be labeled. Would we be Construction Engineers instead of Construction Science graduates? There are many career paths that come out of the program. I know there are many graduates that go to work for construction firms as opposed to the path I chose. Should this be a path within the program, kind of like a minor of some sort? I really would have liked to have obtained a business minor when I was there, but it wasn’t an option at the time. Later on, I hired a graduate of the program who was able to obtain that minor. I know things change, and I know that President Banks has been very successful in helping engineering students complete their degrees, more so than people in her previous roles had done. I often wonder if she had been at the helm of the engineering department when I went through A&M if I would have been able to complete my original plan on becoming a Civil Engineer. I was discouraged by my departmental counselor at the time and changed my degree to Construction Science in the middle of my Sophomore year. He told me that, “Some women were made to bake cookies, and some were meant to be engineers.” I encountered a couple women throughout my career who also had this same advisor and received the same message. It is refreshing that this mentality is no longer tolerated at the university! My concern would also be for the students who have already begun their Freshman year at the University or within the University system (ie: TAMU Corpus Christi) who were working toward a certain GPA to get into the program if that requirement would be raised in the midst of their efforts which might seem unfair if the bar was changed in the midst of this. Engineering is challenging to a level beyond Construction Science. I hope this degree is still obtainable and a safety net per se for the kids that might not be able to be at Engineering caliber, but still are decent students and have potential to contribute to society at TAMU Construction Science graduates in the future. I might not be able to rightly call myself an Aggie Engineer today. I leave that title to those who cut the mustard, but I have no shame calling my self an Aggie Constructor, and proudly wear my Aggie gold. I know I still have a lot to achieve with my degree, but I hope that if you do change the program, that it doesn’t become so elite that a student similar to myself wouldn’t be given the opportunity to experience this program. I think that Engineering is the way to go with this degree from my experience, but it definitely shouldn’t have an exclusive GPA to get into the program. While the structures classes are rigorous, it definitely doesn’t have the math and science components that the other engineering degrees require, and it doesn’t need to. I got what I needed to be able to do what I needed to do from the program. Scheduling and cost control courses have been key to my career in project controls. Best Regards, [REDACTED]

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The survey questions can be improved, provide some context for each question. Not all of use read the daily bugle

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The sheer number of students now attending A&M is TOO many. The infrastructure is pushed to the limits, not enough advisors, not enough classes, traffic, parking issues, etc. It’s time to lower the cap. Our youngest is considering a different college just based on the challenges of too many students. Don’t dilute the value of the diploma!

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Having professors with a language barrier are a significant challenge for students. How can they be expected to understand content when they cannot understand what the professor or TA is saying?

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Online classes need to end. Stop the money grab. If Tamu doesn’t have enough faculty to teach, hire more faculty or decrease the student population. Students are yearning to sit in class and learn.

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I love A&M as a former student. I have two children there now and hope for more but I love it less as a parent. It is getting too big which would be fine if you had the amount of classes and advisors needed for growth. I hear every year how I can’t get this class or I can get into an advisor. Keep A&M great but If it’s growing make sure you are providing enough resources for those you are letting in.

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The results of the surveys and interviews conducted for this review indicate a large percentage of the university's stakeholders are satisfied with their educational experience and think Texas A&M University is currently headed in the right direction. However, the consulting group still recommended some rather broad and sweeping changes. While I wholeheartedly support increasing efficiency and eliminating waste, I don't think fundamentally changing the culture and structure of the university is necessary to achieve those goals, especially when most respondents have expressed satisfaction with the current situation. Change for improvement is good. Change for the sake of change isn't necessarily

good. Change to reflect the values of or imitate peer institutions is not good, in my opinion. Texas A&M University is unique and provides an exemplary education in an environment deeply rooted in tradition and shared values. I, for one, would like to see it continue to do so for many generations to come. Thanks, and gig 'em.

Thank you for providing the opportunity to provide feedback. Sadly, I do not believe that any of the feedback that I and others will provide will actually be used, but I have chosen to submit it to prove that we are reading emails/overly lengthy reports.

As Dr. Banks stated in her October '21 interview in the Texas Aggie, "Aggies are leaders, not followers. Aggies live our traditions and our traditions represent our values". Without our Core Values we are just another university. Again, it is my belief that the Corps of Cadets are the epitome of these Core Values and without a strong Corps of Cadets, we are no different than any other university.

GENERAL FEEDBACK While the report in many ways is excellent, and there are many excellent recommendations, it has several glaring weaknesses and mistakes in their comments/recommendations. 1. Their recommendations ignore economics and realism in some instances. The very last sentence of the background first paragraph fails to include a key, "The consultant team... success, "add" and the economic means, ie, required investments/expenses such changes would be required to achieve such changes. Problems are solved by identifying the required and the given, and then solving. The consultant makes some recommendations without reviewing the reasonableness of their recommendation with regards to economics and just says substantial investments are required, does not state how much, what the return on investment would be, etc. It is just assumed by the consultant that whatever the investment required, it would be good to do so. 2. The consultant never states how much can be solved by its consolidation of departments like IT, Facilities, etc. Certainly it appears that many of the consolidations would reduce expenses and increase efficiencies, but what are the cost savings? 3. The consultant says A&M's diversity is lacking and does not reflect Texas. The problem with educational diversity is the education problem starts at Pre-K, grade school, middle and high school, and at the home. One cannot solve it at the university level. You have lost the greatest part of the battle and waited too late. We can do our best to recruit Texans - of all diversities, and A&M has achieved significant diversity when one considers - we are #2 of all universities in the USA of Hispanic enrollment in engineering and number one in women enrollment of all engineering schools in the USA. We must start earlier in offering scholarships to blacks and all disadvantaged races because ivy league, Stanford, Duke, Rice, etc schools offer to such disadvantaged races scholarships that they must accept or lose before A&M even sends out scholarship offers, even though we offer such scholarships in November of the high schools senior's year. These schools offer our best disadvantaged students earlier and give such students a deadline for accepting the scholarships by December 1, before our scholarship offers have arrived in their mail. The consultant lacks experience in their statements of understanding the problems in the education process of the disadvantaged, where the problem originally lies and must be solved, and the recruiting process of disadvantaged. Furthermore, A&M should not recruit from only Texas and the southeast, but Texas primarily and then the entire USA and to a lesser extent globally. Recruiting diversity as stated herein can provide as much or more understanding of cultures, tolerance for beliefs, and selfless service benefits than the undefined large monetary outlays recommended in the arts. Though investments in arts is certainly good, one needs to determine and measure what is the return on investment of such investments. 4. All recommendations should be rated for their return on investment and then ranked. For example, the return on investment of a college education may be defined as - can students receive good paying jobs that encourages other students to also attend A&M? At the end of the day, students must be able to earn a return on their investment for their education in good jobs that have a reasonable return for their investment. If a consolidation or restructuring of departments saves money, state how much in expenses is saved and the rate of return on doing so. Too little is said or provided on the economics evaluation. The consultant just makes sweeping statements that money is saved or duplication of services reduces expenses. 5. No estimate of future budget cuts by the state of Texas are estimated. It is clear state funds will be decreased as a percent of A&M's total budget. Already it has decreased over the last 20 years such that state funds are only 14% of A&M's source of funds. Economic survival with a future decreasing of state funds must be a consideration of any realistic plan. 6. While recommendations of group inputs is good, it is important that the President has the power to make decisions and not be handicapped by a more powerful coalition of leaders. An example is TAMU's COM. It is highly dysfunctional yet the President is hopelessly unable to correct or change the situation. COM's dysfunction affects the viability of EnMed. No one of experience or stature from the COE is on COM's committee that chooses the Dean of EnMed, and no one from COM involved in such choosing of the EnMed Dean even has an engineering degree. The President knows this but is without any authority or power to correct the situation. ----- On page 108 of the report, it states the

response overview. One critical item overlooked is the requirement of having the necessary funds required to achieve these top priorities. The state of Texas is reducing annual funds provided to universities as a percent of that university's budget. A & M 's funds provided by the state are now approximately 14% of the A & M annual budget. In addition to all items mentioned by the study, it is an absolute must that A & M continue to produce positive results in research, faculty enrichment, student enrichment in selfless service and personal growth ( Leadership, teamwork, all A & M core values, etc.) and excellent job opportunities and superior salaries for graduating students to continue to attract students to attend A & M. A & M's significant growth over the last 50 years and even more so recently is because of the student A & M attracts, and A & M produces. This success story needs to continue to be the foundation of how A & M will continue to fund itself and grow with less and less state support each year. In short, A & M needs to consider how to be self-sufficient as a university as if the state will not be funding it in 10 to 20 years. I am not stating the state funding will stop, but that the percent of A & M's budget supported by state funding will continue to decrease. On page 109 of the report, the High Level SWOT Analysis says: 1) A & M has limited financial resources for recruiting talented faculty. When the number of National Academy of Engineers and other distinguished positions outside of engineering has increased dramatically the last ten years, and our engineering dept NAE's exceeds that of UT, Rice, etc., then statewide the comment lacks support, but perhaps nationwide this statement has more truth. We need more facts to support the statement made by the consultant. I would agree that we do need to continue to build a significant stream of funds and endowments that can continue to be used to attract talented faculty, researchers, and retain excellent staff. 2)The statement " The notion of an all-male, military component of the school impinges upon the culture of higher education." This statement is inaccurate, and in my opinion, false. First of all, the Corps has been male and female for many years, it is not all-male. The Corps does not discriminate on sex, race, religion, etc. It plays an important role in setting the bar for all Aggies and their core values. Its role in leadership, teamwork, and the spirit of Aggieland on campus and among fellow students is undeniable. It is one of the factors unique to A & M, and sets A & M apart from other schools that "think they are so grand". Today the GPA of Aggies in the Corps is over 3.1, and higher than the average of all non-Corps Aggies in the Corps. And approximately 43% of those individuals in the Corps are in Engineering! Last but not least, over half those in the Corps do not sign military contracts, like myself. The consultant has no idea why such students would join the Corps. There is a reason why A & M students stand up at half time for the Corps band. Go to a game and half time. Apparently the MGC team did not interview students. It seems the consultant is stating its own conclusion without gathering facts. When I read this, I wonder how many other statements and conclusions the consultant made without gathering facts? This is alarming! The consultant expressed a desire for diversity. This is a diversity story for the Corps. An individual named Shahrum Iqbal from Pakistan showed up at the A & M campus about 12 years ago to major in engineering. He spoke about 10 words of English. He knew nothing about A & M. Had never been outside the country of Pakistan. He decided to join the Corps the second day there. Members of his outfit stayed up to 2 am in the morning many many nights helping him that first semester, with English, with homework, providing support on their own initiative to a young Muslim man from Pakistan. Three years later this young man was chosen Deputy Corps Commander. This is the second highest position in the Corps. This is a vote of his classmates, and he was the only Pakistani in the Corps and yet won over whelming. In his senior year, this young man was chosen Outstanding Senior Engineer out of more than 5,000 graduates, and was also chosen Outstanding Senior of his Senior Class. Diversity, no discrimination, selfless service and support, teamwork, all exhibited by the Corps of Cadets to someone they didn't even know, and was always one of a kind in skin and color. This is the Corps of Cadets, a leader in the core values espoused by Texas A & M. And the Consultant missed all of this completely, and provided their own opinion which is wrong by what we would say is " a country mile". What else did they fail to learn about A & M and who Aggies are? With respect to other Weakness, Opportunities, Threats, on pages 109, 110, and 111, the biggest problem I find is the lack of data and analysis of such data. For example, it is said under weaknesses that "there are limited financial resources to recruit and retain talented faculty and staff. That A & M was not competitive enough." I need to have facts and figures. There are well funded universities, endowments, like Ivy League, Stanford, etc that will try to attract our best faculty in engineering and science. But A & M has also done a great job I attracting the best, eg, we have increased our National Academy Of Engineers award winners from 10 on staff to I believe over 40 or 50 the last 10 years alone? So who is losing fantastic staff? I am sure that we lose some faculty, but without facts and figures, I cannot take a position on this statement. It is easy to make statements when there is no requirement to support with facts. This is a continual theme in the consultant's presentation. Statements without facts, figures, return on investment, no analysis of cash flow, ranking of recommended changes , even inaccurate facts or completely false statements. In some cases the report is excellent and right on target, and in other ways, it is a complete embarrassment reflecting on the authors. We

have recruited students for over 30 years, and the most common statement from all high school seniors and parents is that A & M is the most welcoming and friendly campus of all they ever visit. The friendliness of A & M campus is renowned. We would like to know the source of the "not friendly " campus statements. How many stated, by whom, their position – student, professor, staff, etc. The diversity statements have been addressed elsewhere in this response.

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I strongly agree with the need to reorganize / restructure and centralize the large bureaucracy at TAMU, especially if it will make the operations more efficient. However, I would only implement changes if those changes make sense. Please do not change the culture and environment at TAMU just for the sake of changing it or to mimic other large universities, Remember, one reason why TAMU is great is due in large part to its unique history, culture, and environment.

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The report share a lot of information regarding Diversity efforts. I think the university does not need to get so worked up about this. We need to look at populations of the groups attending university nationwide and compare stats to that. We need to consider the success of all sister campuses (Prairie View should be included in this, I only saw the McAllen center highlighted), because TAMU is making a big impact in many areas. Some cultures have adopted fully attending college, whereas others have not. It is not necessary to attend college to have a successful life and career, which is shown to us by the many students who graduate with tons of debt and do not have the salary to support this debt long term. (This feedback is coming from someone who is a minority).

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The report highlights a bloated organization with redundancy that can be effectively eliminated to reduce cost and streamline messaging. This should be done immediately to avoid increasing costs to student and families. Best of luck in implementing the solutions. The focus on academic success is encouraging if recruitment is based on merit and potential for success and not to meet diversity quotas. I hope to see more of a message on our core values and what makes Aggieland special as you coordinate marketing. Thank you for allowing for feedback.

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Nice job with this report. In a direct but considerate manner, you cut right through many of the core issues at TAMU that need to be addressed at my alma mater.

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This link doesn't provide access to the report recommendations. All that shows up are the general feedback questions for each section.

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I appreciate the opportunity to provide feedback. [REDACTED]

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The consolidation of business and IT and facilities an umbrella for each makes sense to me.

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One issue I found lacking in the report was abolishing programs that were no longer attractive to students; i.e. Journalism. Keeping a department open for 9 graduates is a foolish use of taxpayer money. TAMU was founded as an agricultural and engineering school and should play to those strengths. It is not the responsibility of the taxpayers to educate people in esoteric programs which fail to prepare students to become productive members of a rapidly changing society. When I was working for large companies I had the opportunity to review job applications and it was heartbreaking to review resumes that were highlighted with major studies that had no value to the job advertised. TAMU should not be a leader in that scam.

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Glad this project was undertaking. This action was necessary to keep pace with our rapid growth and help sustain our remarkable success. I will be happy to visit with anyone about my comments. Submitted by Rick Rickman, 4:00 p.m., 11/8/21.

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Instead of following the example of other colleges like Cornell, be the leader A&M needs to trailblaze and set collegiate standards as we have been doing for over 100 years.

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The problem I have is with trying to attract students based on racial percentages with the Texas population. I would like you try to attract qualified students based on their desire to become Texas Aggies, graduate and then continue to support Texas A&M. I graduated in 1963 and would never have qualified based on today's standards. I have continued to support Texas A&M in every way possible since graduation. I have 2 daughters who also graduated from A&M and also continue to support the school.

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Overall this is a very comprehensive report and I agree with many of the findings that will aid the University in meeting the educational demands of the future. One glaring area that was missing was an evaluation of the College of Engineering. If the consulting firm conducted an evaluation of that college it should have been mentioned in some form. If an evaluation was not conducted it is a disservice to the other colleges in the University.

Dr. Banks, thanks for this opportunity to respond. And thank you for your service and leadership. I am excited about the future. I am not committing on the above categories or recommendations. I leave that to those individuals that are in the know, other than to say that we should be a university where our employees are putting in a full days work and committed to making the best graduates and candidates for work possible. We should be a lean organization with the smartest and brightest individuals leading our university and students and they should be compensated accordingly. The greatest thing I left Texas A&M with besides a great education was two very close life long friendships. What I want to see us (Aggies) do is preserve our Aggie DNA (just as it is and has been). Not be afraid to say NO to change that is "unhealthy" OR destructive to what we are and have been. The trouble makers need to go. I want everyone to respect this university and our country. [REDACTED]

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As a former student and member of the Aggie family, I welcomed TAMU's effort to conduct research to investigate ways to improve processes and structure at our beloved university. However, as a consultant and researcher myself, I was a bit alarmed when I read the report's findings and immediate recommendations, which appeared to directly dive into quick solutions, rather than investigate the problems more in-depth. The plans of centralization in particular seem to be treating symptoms, not root causes. Some aren't even addressing problems but rather just rely on comparisons. For instance, the recommendation to combine colleges seem to be grounded solely on comparisons with other institutions. Before diving into solutions, I would encourage the leadership team to have an open conversation with departmental leads to really understand what challenges they are facing and how to best address them. Centralization may or may not be the right answer. Other similar recommendations are centralizing HR, IT, Marketing at the campus level. The report states that "The consultant team consistently found the university's operational structure is decentralized, resulting in ineffective use of talent and resources." However, having worked in both academic and corporate environments, I found that centralization doesn't necessarily solve misalignment. A clear mission and clear leadership, consistent processes and structures can be established at the campus level, while retaining departmental and team-level autonomy. Rather than a traditional top-down approach, a more modern, agile approach with the aim to create empowered departments should be the goal. Investing the extra time and effort into an open and honest conversation to explore ideas, really understand existing problems, and then pilot and test solutions and concepts will lead to better efficacy and positive organizational change. The alternative is applying quick solutions such as centralization, while misalignment and unsolved problems persist.

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I do not have any comments about potential changes to the University structure or re-organization of departments. I believe the University staff is more attuned to those recommendations to make decisions in those areas. I do not agree with the statement near the end of the report that says: "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education" This statement does not seem to be true to me. The Aggie culture is what makes the university as great as it is. Any change to the culture will be detrimental to what A&M stands for. As for "the notion of an all-male, military component impinges upon the culture of higher education", the Corps is NOT all male. This study must have been looking at the A&M of 50 years ago. The Corps is a strength of A&M, the "keepers of the spirit". The Corps is one of the main groups on campus that is recognized by outsiders, and exhibits what is great about A&M.

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None

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The Report seems to wish to consolidate A&M into the vast Amalgam of other colleges and universities that are just like all the others. Those are all good places but they are not A&M and do not offer the same things that A&M offers. The life in Aggieland and our Aggie Core values have provided our state and nation with highly functional citizens and especially leaders in industry, the military, and Governance. Just because others do things is not a reason for A&M to do so. We are already one of the most diverse student bodies in the nation and we always have been. Even in a segregated nation back in the day, we had a President and knightly gentleman (Ross) that created a place for our minorities. And later we integrated them into our system. That is done so just as L S Ross did, lets measure our students and faculty by their character and their capability to perform. The best person should get the job. We should not judge others based on their skin-color, ethnic background or sexual preference. It should always boil down to that person doing that job with superior ability and embracing the Aggie Spirit and core values. A&M should recruit base on that metric and whether that person wants to be a part of the Aggie family.

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I received the email concerning feedback from the consulting report 3 days before comments were due. For an undertaking of this magnitude and importance surely more time for thought and reflection is needed. Due to lack of adequate time to respond to each area I will say that in what I read I do mostly agree with Joe's comments. If there is to

be future input solicited I recommend additional allowed response time. Thanks much for your concern for and dedication to TAMU

As [REDACTED] long-time participant in the Landscape Architectural Professional Advisory Board [REDACTED], I would like to offer the following general observation regarding this report in particular regards to the COA and our profession of Landscape Architecture. The proposed Academic Realignment seeks to move the department of Construction Science to Engineering and Visualization to a new college for Arts and Visual Sciences. These two departments significantly support and are symbiotic with the design disciplines of Architecture and Landscape Architecture. As a 40+ year practitioner (now retired) and former President of the most significant Landscape Architectural Firm in Texas and throughout the southwest ([REDACTED]), I have personally witnessed the critical interrelationships of these disciplines in real world practice. As our practice evolved and adapted to the ever growing complexity of the developed world, we always benefited from the interactive collaborations with the construction sciences and always needed ever more sophisticated means of visualization to communicate complex solutions. In recognizing this critical need, our firm always sought to hire graduates who understood these interrelationships and who had experienced substantive collaborations in their academic studies. I personally have pledged a planned gift to the Department of Landscape Architecture to fund a professional visiting faculty position to support this need. I support the current Professional Advisory Board in their request for the university to further evaluate this recommendation in the report before finalization.

a. Much of this report could have been generically applied to just about any academic institution, in my opinion. Also, it was clear to me, as a former student, that some of the investigators did not fully understand or perhaps appreciate the history of A&M and what has made it unique among Texas colleges and universities, but I suppose that is to be expected. MGT's emphasis on "diversity" shows a pandering to current political correctness rather than to recognition of A&M's already diverse student population, as well as a lack of regard for admitting students based on merit rather than ethnicity or some other discriminatory criterion. While there are several good recommendations in the report, there are others that are downright bad. Let's look at the whole cloth and apply common sense.

There is a lot of proposed changes in the report but overall the changes don't appear to be driven by real improvements to the university or the students at the university. If I had more time, I would compare and contrast this report to other reports to similar universities to see if some of this was just stock consulting recommendations. I don't have that time, unfortunately.

It was suggested several times by the report that Texas A&M needs to set up programs and even quotas to change the demographic of the University. I am an American by birth and a Texan and Aggie by choice. All of these groups stand for loyalty, integrity, tradition, and the pursuit of excellence. None of those suggest my gender, race or socioeconomic status and that is how it should be. Students should be admitted to the University for reasons including their character and their interest and aptitude in learning and succeeding. I fear getting away from these principles takes away from the University's core values. In reading the report it seemed like there was a lot of areas where they are making suggestions for change simply because other Universities do it that way. I do appreciate being educated on what has been successful at other schools however don't think we want to go down the "me too" road. We have a very unique and successful history and I would want us to honor that as we progress into the future.

Dr. Banks, To me Texas A&M is a large Corporation and should be organized as such and run accordingly. You need a Board of Directors, a Chairman of the Board, A CEO, a Chief Operating Officer with Operating Groups, Divisions and Departments, And Corporate Staff Organizations such as HR, IT, Facilities, Sales and Marketing, Legal, etc. Whatever you do the Corp needs to be preserved and grown in size to at least 4000 strong. It is the heart and soul of the school. Launch a major campaign to get more scholarships for the Corp. Similar to the the 25 by 25 Engineering Program. And last but not least. Do not let Texas A&M become just another UT on the Brazos. A&M is a conservative school and should remain such. Every person should have a voice and be heard but the majority voice should rule. There are more than enough students who want to go the Texas A&M because of what it stands for than there others who want to try and change it to a liberal institution

This exercise is just way too cumbersome. I've already spent more than 2 hours reading the report and trying to provide feedback. Most people won't invest this kind of time. It gives the impression that you don't really want feedback at all. And now I give up. My final general comment is that in many places throughout the report, there is very little data explaining what the problem is. Consultants will always be predisposed to recommend changes (and then they can get more work to recommend how to implement the changes). It would be highly unlikely that a consultant would ever



come back with a report that says what you are doing is great - don't change anything. So to President Banks and those who are helping to discern where to go with these recommendations, please approach them without assuming that just because the report says changes are needed that they really are. Set a high bar for deciding to change things. Otherwise, you'll be going through this same exercise again when the next consultant issues a report that suggests putting things back where they were. I say this as someone who worked for several years in a Federal government agency that kept conducting strategic reviews until we'd reorganized ourselves into proverbial knots. Everything can be improved, but don't throw the baby out with the bathwater. Good luck and Gig Em!

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I agree with your decision to conduct a comprehensive review of the major functional areas of the University, including hiring of outside consultants to assist in that review. I also agree that the major stakeholders in our university should have input. However, I am not sure that the two week comment period is sufficient time for interested stakeholders to provide their input, considering the breadth and depth of the recommendations. The successful implementation of the recommendations which are adopted will be a long and expensive process and will take years to accomplish to minimize disruptions and negative impact. There will be a positive consensus on some recommendations that can be implemented fairly quickly. However, many others will require comprehensive additional analysis from interested stakeholders, so that a broad consensus can be developed as to the plan of action. Otherwise, more harm than good may be the unintended consequence.

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Dear President Banks, I'm not well advised or knowledgeable about the current organization structure of our university and I'll leave decisions regarding organizational structure, effectiveness and overall efficiency in your capable hands. Having said that, I have had considerable experience with consultants over the years often with less than expected results over time! You will be the one that has to make whatever changes work and I wish you well! I do have one recommendation about which I feel most strongly! Simply stated, diversity for the sake of diversity, racial quotas etc etc are wrong on many levels in my view and will simply "dumb down" the Texas Aggie culture! I urge you to be very cautious about diversity per se while focusing on merit, equal opportunity and individual accomplishments in setting admission standards. Finally, I urge you to continue to insure that the Corps of Cadets remains in the forefront of all that is good at TAMU! Texas Aggies have served our state and nation in war and peace will likely be called upon again at some point! I'm biased but I believe that the Corps is the hear and soul of our university! Respectively, [REDACTED]

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Dear President Banks, thank you for the opportunity to review and comment on the report. I do not feel qualified to provide guidance and recommendations on the numerous departments and the day to day operation of each. I will share with you feelings about our University as a whole and what it means to me. TAMU is unique--there is none other even similar to it in the world. The positive impact which it has on the lives of its students and graduates is profound. The record number of applicants each year is the testimony to this fact. Revere and maintain the traditions and that will strengthen the Core Values. While I realize that there is always room for improvement and efficiency; remember the old adage: "if it ain't broke don't try to fix it." I feel that you will certainly be judicious in this regard. Texas A&M does not need to change in an attempt to meet the mandates of the current world we live in; the world needs to change to become more like Texas A&M. "We are in the world, but not of the world." I wish you nothing but the best in tackling this awesome responsibility placed upon you and wish you a long tenure to go with it. If I can ever be of service to you, please do not hesitate to call on me. Sincerely, [REDACTED] "I entered Texas A&M as a boy came out a man."

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I did not see anything about measuring the effectiveness of the project to provide objective feedback for adjustments and further improvement. I believe A&M and all universities should track graduate success in the workplace between initial hiring and how many Fortune 500 CEOs we have.

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I am an Outstanding Alumnus of the TAMU College of Architecture and have practiced Landscape Architecture for 40 years. I work daily with visualization experts and contractors. I see first-hand how critical it is that graduates understand and benefit from the education and immersion in both areas of the industry. They can not be separated and be successful. The most significant challenge I have experienced in my career has been having a voice in an industry ignorant of the depth and impact of the profession of Landscape Architecture. General Contractors are just now awakening to the understanding that "landscape" is much more than shrubs around their building. Due to the success of our interdisciplinary approach by Texas A&M and OTHER UNIVERSITIES, construction science graduates learn about the green infrastructure strategies, impact to the lives of humans in the built environment and the preservation of our trees, waterways, native plants and water scarcity. A unique and precious benefit of being an Aggie is the bond between us that is experienced in a profession that demands that we hang out in "job trailers" together to build the projects we have designed. Separating us will destroy that Aggie network that is so beneficial to the profession and the world.

In the 70s there was an article in the WALLSTREET JOURNAL that told of the expansion (Restaurant club?), that the owner could do so much better. If he was able, he no better than when had a smaller place for the bigger place, lost some of its coziness

General feedback - Lots of buzzwords. ===== Disappointing how few current students participated in the survey. ===== On the High-Level SWOT analysis...one of the threats "Faculty losing sight of need to continue educating, advancing knowledge, and granting degrees." Now...that's scary.....

Does A&M have any plans for expansion of the engineering college at Prairie View? It is becoming a popular alternative to College Station for many Houston students.

I'm a female graduate ('70) I only got to attend A&M because I was married to an Aggie. They sent him my grades, never to me. I remember when the Mills brothers were admitted to help desegregate the school. Curtis was in my education class, God bless him. Guess you could say we were the first round of diversity. We don't want to see what has made our school unique and special sacrificed on this new wave of equity and diversity. UC Berkeley can accommodate those folk. I think many of these proposed changes aren't any different from changes I see coming into the public school setting. Good luck, gig 'em, and God bless

I appreciate the university taking time to receive feedback from former students. Overall, I believe this plan will be of great benefit to the university.

I totally 100% support a museum on campus. We have remarkable collections that the average person never gets to see. Anthropology and natural history especially. I would also love to see an Osher Lifelong Learning Institute (OLLI) program here...or something similar. So many learned seniors in the area...we could all benefit. Thanks and Gig 'Em!

If the COLA is moved to be under STEM and overseen by the STEM program, I will lose a lot of respect and pride for TAMU. I will no longer be the proud Aggie that I felt I was when I graduated with my degree. Being an Aggie with a LA degree is part of my identity and if TAMU restructures their academic program in the way that is projected, I will feel that that particular part of my identity is not valued by TAMU. So much of what students hear as they go to school at TAMU is that they are valued and that they make the culture and the school what it is. But that is not true for every student who received or is earning their degree in Liberal Arts if it will just be combined under STEM.

Thank you for the opportunity to provide feedback. Please let me know if you need any clarification.

Katherine, Thank you for asking for feedback about the university third-party study and recommendations. I am a former student and current Aggie parent. I served two terms on student senate years ago in Aggieland. For the last 20 years of my professional life, I have been part of practices in management consulting firms, including accounting-focused firms, strategy firms, and boutique consultancies. I wanted to share a few thoughts and opinions as I read through the report. My time is limited so I will just share in a stream of consciousness format - THOUGHTS: First of all, change is not bad. Second, change must be managed and communicated well. Third, many of these proposals make sense - we just can't sacrifice what makes A&M unique and great. Sometimes it is difficult for the consultants to really digest that in their interviews as they haven't lived it. (Conversely, sometimes it is - For example, the McKinsey bonfire report was spot on). And fourth, we don't want to be Michigan, we are not trying to emulate Rutgers, we don't want to be any university in the peer group(s). A&M is a unique American institution - we are aspiring to improvement, change when needed, 360 feedback, etc. So I don't know about the large College of Liberal Arts umbrella and what that would ultimately mean. I do know that one of the ways A&M is unique in its undergraduate experience is the feeling and reality really that the playing field is level when you get here. You pull yourself up by your own bootstraps here. It is a public university - it is open to all - there is opportunity for all. No one shows up with a built-in advantage or gets a dorm or better professors because of their parents or social class. It doesn't matter if you are from a small town, a metropolitan city, life experience or color. Even the students' super casual dress code helps contribute to this. At A&M, it was such a freeing feeling that it was up to me - my destiny wasn't limited by anything but me. And there is this greater good element, a culture of service to your fellow man - that we don't need to lose. Can good and appropriate organizational change happen here for better functioning of departments, better efficiencies that make sense to faculty and students - I think so, but again, we don't want to be the Cal Irvine, Duke, or Cornell. There is this element of culture for service to your fellow man, an obligation to help, that makes A&M great. I'm not sure which voices are being expressed as well about the Fish Camp comments. Agree with general recommendations about efficiencies with eliminating some decentralization. This is basic low hanging fruit that third party consultancies are good at identifying. Same for the operational analytics findings - in this day and age, no brainer to implement more standardized performance standards and measurement. It must come with addressing the people involved - the people side - how

they feel, getting their buy-in, etc. Process and technology only works by considering the third element – people. Importantly, efficiencies are only efficiencies if they also enhance effectiveness. Agree with marketing and branding coordination, and general considerations and consistencies in communications. Is the Four Large Units recommendation simply the flavor of the day among intuitions these days? Not sure. Some of the proposals seem boilerplate. So I'd say consider strongly the efficiency, business process, etc. recommendations of the consultants because that is what they are good at. I'd say cast a more critical eye on their cultural recommendations as this is generally not what they are good at. Thanks

As an FAIA FACHA, FHFI with a bachelors of architecture and a masters of architecture and over 50 years experience .....Interdisciplinary collaboration is essential

Please be careful of the amount of students the schools is accepting. I think having a larger student body can sometimes devalue what a degree can be worth, and it takes away some from what makes A&M special.

There are already so many students at the University that individual students are not served. STOP trying to pack more people into Texas A&M. Bring the numbers down to something reasonable for the facilities and people that are in place.

I'm glad this report was solicited. It is clear A&M has settled into mediocrity and has become too comfortable in the ways of running a university. There was one chart that showed how the people felt about A&M overall and less than 50% thought it was good with some scores in the 30s. If this was a Google Review it would translate to one star. Nothing to brag about. You have a loosely coupled institution in need of the changes suggested in the report.

I am offended that the research group felt the Aggie culture was "impinging". There is nothing wrong with being conservative. Most universities are liberal so if a student feels they need that to meet their needs there are plenty of schools that offer that opportunity, including the one in Austin. Our conservative university core values are why Texas A&M has such a strong commitment of service to others. Why President Bush choose us for his presidential library. And why we have recognized eight Medal of Honor winners who made the ultimate sacrifice to others. I have not researched it....but I strongly suspect that other than service academies.....there is NO other school who can boast that. No other public school that had their entire senior class skip graduation, commission on the drill field and go off to war. No other public school that has shed so much of its son's and daughter's blood defending our country. That is worth 100 of these research company reports.

President Banks, Thank you for the opportunity to respond. I have read the report and I will say that I am not in a position to say yes or no to any of the changes. So, I will give my thoughts as a Former Student and as I have recently attended Texas A&M, Class of 1956, 65th Class Reunion. We discussed the Consultant's Report but not in great detail. My thoughts on the report are similar to the "Guide for our Lives" as is given in the Bible. You, Dr. Banks are the President of the University, The Leader, and you have been there only a short time, you have communicated the direction of Texas A&M that you want the University to go, and it is now one of the largest in the nation and that tells me that YOU are doing a great job directing the University and why would we want to change directions when we are NUMBER ONE!!!! Sure there minor situations within the system that will need changing from time to time and sure, make the management decisions from your advisors and from your position. But, from a Former Student's point of view, I like what you are doing and have confidence in you as The President that you have the knowledge and leadership ability to lead Texas A&M successfully into the future even though times are changing drastically from 1952-1956 when I attended Texas A&M College. God's blessings on you as you lead Texas A&M as President and we shall continue to be the greatest University in the USA!!!

Interesting ideas overall. What is the definition you are using for efficiency and effectiveness: Spending less money? Time to complete tasks/projects? Undergraduates graduating in 4 years (2 for transfer students), master's in 2 years, PhD in 5 years? Having fewer staff and faculty? Increasing rankings? Increasing research grant funding? Without defining what you are wanting to accomplish, it is difficult to determine the cost/benefit analysis for making the decisions recommended. Several recommendations will need tremendous financial investment in building programs because of the increase in faculty and staff, which may also require more facilities. How is success going to be measured if these changes are made?

I would approach these changes incrementally. Build a little, test a little, learn a lot. Prioritize initiatives and move slowly. Ensure a measurement regimen is in place to gauge success. Look for continuous improvement opportunities, lean out processes as you go, and involve the faculty and students you have with expertise in organizational leadership, change management, metrics, and analytics to help.

Changes are needed. BUT at the same time the history and traditions that make A&M so very unique and have elevated

it to such a strong unit with a national and international image must be protected. A&M is not some cookie pushing liberal arts university turning out mediocre students who have not connection nor loyalty to what A&M has provided them. That desire to give back and stay in contact and the great value and national image of having that Aggie Ring must be maintained and expanded upon. A lot of the flak we Aggies get from other schools is because we were fortunate to get in to A&M and they did not. We have an edge they wish they had. Our University and its faculty must continue to provide that edge to the students who are here today so that they will be the former students of the future who will give back and fight to maintain the success of A&M. The Corps of Cadets is a small part of the student body but it is a strong part of the overall A&M image and reputation. That small segment of the University must be maintained as it is a contributing element to the security and future of our nation. We are the Aggies, The Aggies are We.

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I appreciate the opportunity for feedback and the transparency in the process through the clear, organized report.

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I clearly support the assessment and restructuring of staff overstructure. Jobs must serve a clear purpose that deliver to the bottom line of an organization's mission and deliverables. I believe "diversity and inclusion" rhetoric and protesting is not helpful. If there are agitators that are unable to work with A&M management, they have no place here because they are simply detractors from achievement. If we have management that is not able to lead both by example and people implementation, they have no place here. We must do better in helping our undergraduates discover themselves and use A&M as the foundation to rise through Maslow's hierarchy to become the productive citizens of tomorrow. Faculty, staff, former students, programs, experiences--these need to all understand that these encompass the educational experience whether by formal education, mentoring, or experiential interactions. Texas A&M has core values and is doing a good job of creating leaders in industry, research, government and academia. We need to clear the impediments that are slowing down and discouraging students and A&M leadership and organizations. I strongly support Dr. Banks and Chancellor Sharp in their efforts to make A&M even better in what it produces.....and much more efficient.

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PLEASE PLEASE PLEASE PLEASE PLEASE PLEASE keep A&M a CONSERVATIVE school!! Texans need to have that as a choice for their children. There are plenty of other choices if you want a liberal school. PLEASE keep the A&M conservative values in place. This DOES mean that all are welcome; no one is excluded AND A&M keeps the conservative values. [REDACTED] and we are so very sad to see the crumbling of A&M conservative values in recent years. We have raised them to know that ALL AGGIES are valuable and ALL AGGIES are important and you treat ALL AGGIES with kindness and respect. And yet the divisiveness brought by some groups is ridiculously allowed by A&M. The loud, over-the-top, intrusive, disruptive cheering nonsense that is allowed at graduations needs to stop. Parents are prevented from hearing THEIR OWN CHILD'S NAME called because of it. They really have earned that small right to hear their own child's name announced as they cross the graduation stage. Please impose a HEFTY fine on anyone who prevents others from hearing their own child's name called, AND ENFORCE IT. We have even seen parents miss the view of their child crossing the stage because these selfish individuals are dancing and jumping right in front of them. Heartbreaking and WRONG. PLEASE get rid of Alvard and all he stands for. PLEASE look carefully at what Fish Camp counselors are teaching.... Fish Camp grew worse and worse through all our five children's attendance there, and was an unmitigated disaster for our youngest two. If we had more children to go to A&M, Fish Camp would no longer be a part of their experience, sadly. In fact, we wish we could say we still recommend A&M to others when they ask us how our experiences have been with our children there since 2014, when our first went with hope and enthusiasm to A&M. Let's suffice it to say that we are watching carefully and praying that the A&M we know and love will return.

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This entire report seems to look at things from a top-down approach, trying to consolidate programs, resources, and power into a more central location. This is NOT what Texas A&M is. A&M's strength, especially in academia and because of its size, has always lied in individual parties to make better decisions for themselves that they are much more capable of making than an out-of-touch executive office that knows very little of day-to-day activities of the Colleges. Starting during college and continuing even more now, I see an administration at A&M that cares less and less about the actual concerns and welfare of students, and more and more about optimizing output, image, and efficiency as if Texas A&M is a business, not a school and community. I hope to donate in the future to give back to a university that gave me so much, but each year I see less and less reason to do so as the University no longer represents what it did to me as a kid raised in a family of Aggies and as a student that took pride in what I was a part of.

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Please consider the time of implementation. One time feedback is not enough. Their needs to be talks even after the initial feedback is out. It is important and crucial to the success and well being of the university that we listen to what

people have to say. Consider our core values as we move forward.

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Having read the report, I am not qualified to make substantive suggestions for each area. However, my overall suggestion is for the university and its decision-makers to fervently follow the core values of TAMU - Loyalty, Integrity, Excellence, Leadership, Selfless Service and Respect and steer clear of "popular and/or cool" organizational and education philosophies. Thank you for seeking my input.

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I applaud the effort to make the flagship university better. There are definitely areas where improvement is needed. But I will also say the idea of making changes just for the sake of making changes does not always leave the situation better. Advising needs to be left in the departments or colleges.

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Yes, I do actually remember my University ID number from my entry into TAMU in 1970, just like I remember much of what I learned in Aggieland; learnings that have guided me through much of my success in life. That is why I give back so much to TAMU today through my respect as a donor with endowments across six different Colleges and Departments; through my service on College and Department Boards; and through my service as a [REDACTED] [REDACTED]. Through my career I spent over 20 years in business process definition, continuous improvement, business performance measures, and global business realignments - most notable the Exxon - Mobil merger. Hopefully this gives me a platform to be more than one of 16,500 former student respondents. The MGT Review provides an excellent benchmark of TAMU versus 20+ top universities. The general recommendations are logical: move from a decentralized org structure to a more centralized org structure; target the span of management control to reduce overloading and improve focus alignment; implement business performance measures to track resource utilization and process result (yes, there are two types). As to the specific recommendations, test each one of these against the core competencies of your organizational units today. Unless the recommendation aligns with, enhances, and builds on existing core competencies, be prepared to lose ground. This identification of core competencies and testing versus the MGT recommendations should be the focus on your next steps. Without this step this restructuring effort runs the serious risk of making TAMU more like the benchmarked universities without continuing those things that make TAMU special and a leader in many areas. We have just completed a record fundraising program in Lead By Example where many have given: 4 billion votes of confidence in TAMU; investments that we need to insure do not get redirected or lost in this comprehensive review process. We must insist on change for improvement rather than change to make TAMU like other institutions who do not have the vision and global possibilities to obtain this level of confidence from benefactors.

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Change for the sake of change is ridiculous. The administration should be mindful of the roots of the university, as most of the donors are. Students attend Texas A&M for a certain experience, a particular atmosphere. We do not want to be like other universities that are similar. A&M has always been unique. If a student wants to major in vocal performance, they should attend UNT or another school. A&M has much to offer. I don't think that we are hurting for all types of applicants. Nor do graduates have a difficult time finding jobs. Please do not strive to make Texas A&M like other schools. I did appreciate the statements about the importance of the Corps of Cadets to Texas A&M. The Corps is probably the single most important part of the tradition of this school.

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It is a good report. Still concerned about the diversity not being handled properly. TAMU should be colorblind and only judge a prospective student on their ability, character, and willingness to abide by the honor code. I was at TAMU for two momentous occasions. Blacks entered TAMU and no one noticed or cared. They were welcomed as fellow students and that was it. My senior year, women open enrollment occurred and that really launched the university.

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Texas A&M University is not like other universities. We are successful BECAUSE we are not like other universities. We do NOT want to be like the others. Traditions made us who we are and are vital to continuing the uniqueness that is Texas A&M. We are a world class school. We are a more conservative school. Aggie core values are real and not just something cute we show the outside world. Anything that changes the fundamental basis of the University is wrong. Hiring an east coast liberal consulting firm was a waste of time and money.

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The existential threat faced by all universities is the spiraling cost of education. If Texas A&M assumes a leadership role in this area, by establishing metrics, with specific goals to keep the cost of education from rising at or below the rate of inflation, we can offer a greater value and prove our worth to the state and the nation. A first step would be to mandate cost increases to be no more than the midpoint of inflation and the average increase of a college education. If the former is 3%, for example, and the latter 5%, A&M's short term goal would be 4%, and the ultimate goal would be 3% or less, in this example. This is a critical threat that is not adequately addressed in this report.

My biggest points of concern are growing a diverse population of students and faculty, as well as expanding Texas A&M's influence and reach by investing in art and culture. I would also like the University to commit to a higher level of education. In my personal opinion, I am more concerned with Texas A&M being considered a "good" school than being considered a "big" school. I think there is a balance that can be struck and we shouldn't sacrifice our integrity for growth.

Thank you for allowing us to provide feedback - I hope the request for feedback occurs more frequently in the future.

We want to be a part of shaping the future of Texas A&M. Does everything really have to be centralized?

Colleges/departments/business units do have differences and not one size fits all. Considering the size of A&M, some decentralization is necessary and would be effective as long as the mission is clear. We applaud the University for looking for ways to improve, and encourage enrollment from anyone/anywhere. Diversity is a tricky/slippery slope in this day in age, and shouldn't be used or interpreted in a way that changes what Texas A&M was/is/stands for. Accept anyone and everyone that meets our standards but we shouldn't lower our standards to accept anyone and everyone. We don't want to ever lose sight of our traditions and values - they are mentioned frequently in the report as one of our strongest aspects of the school. We should have meaningful dialogue about statues rather than simply tear them down. Since there wasn't an area about Athletics, some simple comments - hope we always have flyovers - what an incredible way to honor our military. NO TENNESSEE behavior at our games ever! We need to continue to make a strong push to treat all of our visitors with respect and encourage the welcoming atmosphere that we are known for.

Did not understand the negative affects of traditions. Yes, hazing is a no-no. Male/military/etc traditions are a plus and are unique to the mystique of the university.

A&M is unique in so many ways and that should be communicated and demonstrated to not only students, faculty and staff, but also the world. Aggie core values should be the basis of any decisions made by administration, student services, academics, sports and marketing. While it's easy for TAMU to improve on anything another university is doing, that is only following, not leading. A&M should be in the business of producing leaders and should provide the framework and the example from which students emerge into their field of expertise and into providing a positive contribution to the benefit of all.

In reading the Executive Summary and some of the related documents, I could not find a reference to Mays Business School in the restructuring of the Colleges. As a Business graduate of Texas A&M, this was very troubling. I may have overlooked it, but I am concerned that I could not find any reference to the future role of the Mays Business School at Texas A&M. I am concerned that the Peer comparisons, that were mentioned several times as justification for recommendations, is an attempt to transform Texas A&M into "just another University". I am not opposed to improving the operations of Texas A&M, through restructuring, creating efficiencies and reducing costs, however, our differences make Texas A&M a unique and special institution. "Threats" in the SWOT, claim that the "University climate not always welcoming" is not only inaccurate, but FALSE. Again, Texas A&M has been recognized for being very friendly and welcoming! Again, I see a trend developing in the Report, claiming that "TAMU has historically been conservative and slow to change regarding diversity issues...and Fish Camp is an example of this...due to lack of control over the content of the camp." That statement makes no sense at all! No one is required to attend Fish Camp! Again, the Report attempts to create a problem that doesn't exist. Again, improving processes and increasing efficiencies should always be reviewed. Making sure that major decisions are transparent is honorable, but trying to remake Texas A&M into a liberal, left-leaning university, similar to most in our country, destroys the uniqueness of our great University! May God bless Texas A&M University!

The survey and analysis thereof are probably long overdue. TAMU has been growing for some time and a comprehensive effort such as this has obvious benefits; many of which are self evident after reading the report. I have two comments that are applicable to several sections of the report. For that reason I've included them here rather than repeat in multiple spots. First, the proposed reorganizations all stand to reason with four exceptions; finance and business administration (p. 59), human resources (p. 67), information technology (p. 73) and marketing and communications (p. 80). At first glance, all four of these have what appears to be more direct reports to the departments' VP than might be efficient. In the case of the marketing & communications it is the Associate VP, Communications & Marketing Operations in situation. If that aspect of the proposed reorganization has been addressed elsewhere please excuse this comment. My other comment is that it will be important to decide what success will look like after implementation. Additionally, there should be a scheduled review of progress and whether the reorganization is having the intended effect. Thank you for your attention. Please contact me with any questions.

Students and faculty should be measured by the content of their character and capabilities to perform. The best and most qualified person should get the job or position. We should never judge others based on the color of their skin,

ethnic background, or sexual preferences. We should only ask, "Can they do the job with excellence and embrace the Aggie Spirit and core values.?" A&M should recruit qualified students regardless of race or nationality. TAMU is already one of the most diverse student bodies in American, and we always have been. Historically and currently, students of all races and ethnic backgrounds seek out A&M to come to be educated and trained academically and socially with the AGGIE experience. Almost always, they thrive and are not disappointed. Finally. This report appears to offer a lot of "boiler-plate" suggestions that perhaps fit other universities, who are successful in their own right, but who are not the same as Texas A&M. Life in Aggieland and the Aggie Core Values have guided decades of students toward highly functional citizens and leaders in every industry our State and Country have to offer. I suggest we polish our rough edges, but NOT reinvent the wheel, especially one that has worked so well.

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Diversity as a goal. Seeking racial diversity is, in itself, a form of racism. When race is used as a criterion or discriminator (for whatever reason), it is by nature, racist. (Yes, Affirmative Action is racist.) Ultimately to meet an enrollment goal, a compromise of standards will often be made. Set standards should be paramount. Why not take a counter-political approach and completely eliminate the race question from the application? Make a break-out policy that ensures absence of racial discrimination from the admissions process? Be a leader. Set a policy for other universities to follow – if they are brave enough! The Corps of Cadets. The Corps is the foundation on which the university was built, and it continues to be the holder of its traditions and core values. It must be protected and strengthened!

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Dr. Banks is a strong leader who needs GREAT people supporting her. She needs people who listen, but are also willing to take risks to accomplish big dreams. While I could have commented on every section, my 45 years of Marketing/Communications leadership as well as numerous successful projects implemented on our campus, give me a unique and credible perspective.

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Somehow we need to get to the point that everyone knows that Texas A&M at Galveston is Texas A&M University, unlike other colleges in the A&M system. The new ship and growing campus are likely to help, but I believe that we still have more work to do market the affiliation. As a general rule, I avoid giving advice to professionals and consultants practicing in fields that I am not an expert. Please take any comments as suggestions for your consideration, but feel free to discard and/or ignore. As always I am at the service of Texas A&M for whatever purpose I may be useful.

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Former Students' Affairs: I have lived in five (5) US states and (1) foreign country since my graduation in 1984 (I lived in Spain during college.) I've encountered some Aggies along the way...but only a very small number who are close to my age/grad year who get together. Most recently, my husband (classes of 1986 and 1987) and I went to an Aggie get-together (here in the Dallas area) and only newly graduated Ags were there...with their babies! How can we inspire old Ags (Classes of 1980s and below) to attend??? We can learn so much of life from older Ags, and can commiserate with our peers about current life and our time at Aggieland if we can inspire them to attend functions, not just Muster. The Dallas A&M Club does a great job organizing functions (mostly football watch parties and Muster) but only new former students seem to attend. Thank you. P.S. since moving back to the US, I've misplaced my Association of Former Students stickers...how can I get one for my car???

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Don't fire COSC Professors that lack a masters degree if the Construction science program is absorbed by the College of Engineering. They have provided me with the best value learn for my career. Compared to other graduates from other universities I've worked alongside, I believe they made the difference.

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In complete transparency a report of this length is not practical to review and provide general feedback. However I will attempt to based on the summary of the report. In general, the report appears so far reaching and broad that any changes made in efforts to improve the University structure or process will prove to be ineffective on one level or another. No change will appeal to all groups that were interviewed or provided input and from similar experiences in the corporate world it creates dissatisfaction internally and a negative image of the entity/company. There are different levels of leadership and those who make changes for the sake of change are not effectively leading. Granted, Some structures may need to be altered but I hope the impacts of any changes made are beneficial to the student s and faculty and not in the interest of the perceived image of some dreamed of University structure being described in a report. If you think about it, wouldn't every university have the same exact recommended structure detailed in this report.

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A & M is A & M ... not any of those other comparative schools. Think long & hard about trying to be so renowned we lose our core values, strengths , uniqueness. Clean up inefficiencies, redundancies but don't lose sight of why many of us chose it , want our children to go there & support it.

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I commend president Banks for undertaking this important study, addressing the future of the university. As stated

previously my concern is that rash change without sufficient input from the affected parties could result in unintended consequences.

In Appendix 2, SWOT Analysis under "Weaknesses" I found the statement: "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." to be dismissive of the role that the Corps of Cadets plays in the culture of TAMU. When I entered TAMU in 1967, the Corps had about 2,000 members and I doubt it is more that that now. What is different is that it now offers opportunity for female membership and excels in developing individual leadership experience. I noted how few Corps members graduated and received commissions into the Armed Services in 2020. I believe participation in the Corps of Cadets is presently serving a different more expansive purpose at the University in addition to graduating commissioned officers into the military. Further, this new role is something that is unique and distinctive to TAMU and should be emphasized as a recruiting tool. Participation in the Corps at TAMU offers leadership experience and life lessons which are found in very few other universities. D&C cadets accrue all of these benefits without a military service commitment.

I can be reached at [REDACTED] so you can provide a way to download my 1985 letter or reach out to me otherwise. [REDACTED]

Texas A&M is a unique university with long standing military orientation and history. As a Land Grant institution the original purpose of preparing a state militia still is a requirement. A&M is also Space Grant and Sea Grant. All of these focuses in addition to STEM and Agriculture - and now Medical and Law - are part and parcel of Core Roots that should not be watered down with "fine arts" programs. To expand into "Fine Arts" is NOT the purpose of A&M. While there might be some interest in Fine Arts, they are not the foundation of what has made A&M great. If someone wants a degree in music or basketweaving or pottery making or art, photography, etc., they should go elsewhere where that is a focus of their education and it means something. At A&M it would only mean that someone taking those courses could not cut the STEM-Ag-Med-Law programs. FWIW, even "Business Administration" at A&M was considered to be the "fall back" for those students that wash out of STEM coursework. It was never the focus as the more rigorous programs at A&M. Freshmen "Engineering" at A&M often said their major was "pre-BA" with the meaning being if they flunked out of Engineering, they could always fall back into Business Administration. Every student needs to be "well rounding" in a "whole person concept" - but A&M has been founded on "Technical" STEM/AGriculture from the outset and does not need to water down its programs with "Fine Arts". Indeed, a radical thought might be that the professional degree in Architecture might include some "fine arts" such as (more) Art, and making design efforts into pottery or some such - it used to be every Architecture Student HAD to take Art and Photography courses as well as some Civil Engineering in their degree programs. That would enhance the Architecture College instead of butchering it up and parceling out programs as indicated in the recommendations herein.

How much did this report cost. Appears to be done at warp speed. Any Aggies work for MGT?

In general it looks like A&M will be changing from a conservative to not liberal but a leftist school.

In general, I agree with the recommendations in the report, but show me the money! What is going to save money, and what is going to cost more money?

There needs to be a renewed focus on making a quality undergraduate education affordable to citizens of the State of Texas. It often seems like the financial risk taken attending A&M is not reciprocated in a commitment by faculty and staff to help get the best out of the students. I have met several students that have transferred to universities with better faculty to student ratios because they were getting lost in the shuffle at A&M. We can and must do better. Accepting significantly more students than you want to keep and mercilessly failing out freshmen and sophomores is unethical. Not all students will make the grade or choose to continue but they should not be forced out by policies and ratios.

I am indebted to TAMU for the tremendous and cost effective education I received. My education at TAMU was the foundation of a successful and rewarding career. Large schools just have larger problems and more at stake than smaller ones, which sometimes leads to louder criticism and harsher politics. I am delighted to see TAMU take a hard look at itself and its culture through the attached consulting report. [REDACTED]

I did not notice a goal for total size of student body. At least for the main campus, surely there should be a limit.

Colleges operate in a free market system. Students are free to chose where they apply for admission and should be



presented with variety in the university spectrum. Looking at current enrollment, Texas A&M has been very competitive in the market place. This is largely due to aspects which are unique to the institution. Use judgement about making changes just to conform with other large institutions. Again students deserve options.

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Lettermans club seems to cater to wealthy former athletes. Unfair

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I'm consistently surprised that the conclusion to poor service (i.e., long wait times, inadequate help, etc.) is to cut funding, staffing, and sometimes the entire program all together rather than to adequately staff them and give them the funding they need to succeed. This is repeatedly a problem that A&M University "discovers" and then makes worse by outsourcing to a contracting company rather than makes better. I wish we could learn from our past mistakes (like the universally disliked move to have custodial and maintenance staff be contracted) rather than repeating them. Additionally, it's shocking to me that the report identifies the causes of our staffing problem ("a high internal staff turnover rate, a relatively small pool of qualified potential employees, in Bryan/College Station, and the recent increase in remote job offerings nationally") without addressing the one (two, if you count a wider pool of applicants) cause of high internal staff turnover that we can control: remote working opportunities. Why has A&M University spurned the opportunity to allow staff to work remotely when it is identified as something which could help? There is 1 match in the entire report when looking up "remote," and no options for staff to do flex scheduling, or other proven things that help with workplace satisfaction.

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I oppose relocating the Department of Construction Science from the College of Architecture to the College of Engineering. I am a 1981 graduate of the program (then called Building Construction) and have served as the CEO of two major construction firms. The success of those firms lies in the Construction Science program located in the Department of Architecture under the guidance of a strong CIAC. The Construction Science Program has particular prominence and emphasis in the building construction industry ("vertical construction"). In fact, in the recent period reported by the department, over 85% of the students went to work for building construction related firms in the commercial (63%) and residential (23%) industries. If the department were moved to the College of Engineering, the building construction industry would be "competing" with a much larger variety of unrelated industries for hiring future graduates. This could place our industry in a challenging recruiting position at a time when our workforce is already diminished and strained. A program serving the engineering and technical industries already exists in the College of Engineering under the civil department. Rather than relocating the Department of Construction Science from Architecture to Engineering and impose negative effects on the building construction industry, perhaps more development of the existing program in Engineering may be prudent. I am confident that the department leadership and the CIAC would be willing to assist the university in accomplishing their goals without adversely affecting the building construction industry.

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Overall, the recommendations look reasonable to me.

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Howdy! My broad feedback about the institution is that there is way too much emphasis on sports and not enough on becoming a preeminent educational institution. You aren't trying to be the best public university in the US, you care more about being the best Football team. I don't live in the US anymore and I can tell you no one has heard of Texas A&M....UT? Different story. You are an academic institution yet your focus, I'd argue, is elsewhere. Personally, I would not send my children to Texas A&M as I find the academics, diversity, and overall recognition and acceptance of the school towards foreigners (and by that I mean anyone from outside of Texas) is limited. I think Texas A&M has an identity crisis. Do you want to be an amazing institution or an amazing football team and where do you want to put your focus and time? Right now, it seems to me the answer is the latter and if that is the case, this report is pointless. Thank you for giving me the chance to share feedback. I'm not expecting a reply as I'm sure you would be receiving more input that you probably would have liked :)

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I am happy to see Dr. Banks pursue this study. Following up on these recommendations will take a lot of time.

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This report is filled with bloated obscure language. It is clear that they have no more clue about what made Texas A&M a special place than the administration. It reminded me of the scam Germans ran on the US military about shuffling bases. Allegedly money would be saved. Growing bigger has not made A&M better. You have made sure that my contributions to A&M will remain minimal. I am mad as hell that the athletic department did not stand up for the Corps of Cadets and the tradition especially Lawrence Sullivan Ross. Lo

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The DIE program should be abandoned completely and not replaced. Merit should be the only qualification used.

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It is important to recognize the value of Texas A&M traditions and how they have made the campus strong and a truly valuable experience. We do not need to lower our values to other college campus levels.

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This new plan is ridiculous and may finish destroying the unique culture at TAMU.

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Throughout my career I have always been suspect of making changes because - a consultant to us to, other people are doing it, and we know best. TAMU is not just another University and I am not interested in following the crowd of other University's down the drain. This consultant has no unique insight into TAMU and is only spouting it's standardized procedure to getting to a standardized objective. I am especially concerned by the "diversity" comments and the idea that somehow the demographic population of the student body equal the demographic distribution of the state at large - that's nonsense. I thought quotas were deemed racist long ago - why are we headed there now? Perhaps there just isn't an equal interest across demographics? The only ideas worth following are ideas that - reduce cost, eliminate redundancy, and increase process or service efficiency. Do not tamper with culture - that's a big mistake. Overall - very troubling and I'd wary of accepting much out of this report.

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(1) Texas A&M University Purpose Statement: To develop leaders of character dedicated to serving the greater good. Successful leaders benefit society. Being financially self-supporting is of benefit to society and individuals. When structuring degree plans, one of the considerations should be to prepare graduates to be self-supporting. By acting as a lender for a portion of Aggie students' loans, Texas A&M would demonstrate confidence in its ability to develop graduates who are financially self-supporting. Texas A&M can become a bellwether to improving the entire student loan industry. (2) Texas A&M University Purpose Statement: To develop leaders of character dedicated to serving the greater good. Texas A&M University has produced many leaders of character dedicated to serving the greater good. Studying these leaders to determine qualifiable characteristics could assist in identifying desirable attributes in students applying for admission. Texas A&M should focus on attracting these potential elite leaders. Texas A&M's Core Values demand that we graduate the finest. Conversely, striving for a massive quantity of admitted students or copycatting degrees that are effective at other Texas universities dilutes the impact of excellence. Elite leaders can be analogized as Army Rangers, Navy Seals, or Air Force Pararescue. These select units' ability to produce excellent results would be diluted beyond effectiveness if the entire Army, Navy, or Air Force declared all their personnel to be part of these highly effective units.

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I applaud and thank the A&M administration for conducting this review and creating the draft strategic plan. While there are numerous portions/recommendations I disagree with and cannot allow to occur without a much wider discussion among current and former students, I sincerely believe that A&M's current leadership is operating in good faith to improve the reputation and reach of our beloved university. I would be happy to provide additional feedback if needed and be involved in any future efforts to continue to improve Aggieland in the coming years. Thanks and Gig 'Em!

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I am excited about the proposed changes. Each change will be a project with risks and learning from each major change should be shared across other changes through some common quality management platform to prevent mistakes from being repeated in multiple fronts.

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Strongly agree TAMU is unfortunately very decentralized, and in dire need of more centralization where it can be more effective and consistent. The decentralization has enabled: inconsistent transparency; lack of operational effectiveness; no clear succession plans; excessive bureaucracy; delays and slowness; confusion; rampant lack of accountability; inappropriate student behavior, attitudes, decision-making, leadership, preparation for post-college life; management from bottom-up; lack of responsibility; etc. Our Core Values should be defined and explained. The meaning of some are obvious, but, for example, many students and staff think Respect is something demanded and something to which they are entitled, rather than something earned during the life of a person, and something that can be lost in a brief moment. The report mentions that Aggie culture impinges upon change at Aggieland and upon the culture in higher education. Perhaps it does for some members of humanity, but I strongly disagree that Aggie culture is harmful to most Texans. Surely, TAMU has changed dramatically from 1876 to the present, and the changes have been difficult at times, but impressive and meaningful. We did not grow to over seventy thousand women and men students because the population was impinged upon! We grew because we did change dramatically and the population embraced the many changes and the culture. If we need to market better to the population, do so, but demeaning the culture would be destructive and harmful. We are the Aggies, the Aggies are we! May God continue to bless our unique and wonderful TAMU, and the TAMU System! [REDACTED]

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In my analysis of the report, it seems to indicate that inefficiencies in the organizational structure throughout the TAMU system and the decentralization of control has caused many of the issues we face. Strong centralized leadership

providing clear guidance for the vision and mission of the future of TAMU with the emphasis on the culture and core values of TAMU is imperative. Reducing size of the bureaucracy within TAMU seems to be a very logical and potential effective course of action in my opinion.

Texas A&M has been successful being what it is. Eliminating redundant departments, offices, and services to gain efficiency, responsiveness, and economy of scale is important and I think the study presents some valid recommendations in this arena. However, as the saying goes, we should not fix what is not broken. Care must be taken to ensure that change is made where needed and not made where it is not needed. As changes are made, extreme care must be taken to preserve the character, heritage, and image of our great university.

N/A

To split up the College of Architecture would be a disgrace to every program in the College of Architecture. If anything, MORE collaboration is needed for the enhancement of all COA programs. Academia of the future is well rounded, well informed, and well funded. We no longer live in a world where these disciplines exist within Silos. They bleed into one another, collaborate, and shape the world together.

A comprehensive review has been needed for a long time. If one of the present requirements of a land grant university to emphasize diversity, equity and inclusion, that particular requirement should be studied in detail to prevent our unique university becoming just another big university. I understand the student enrollment does not reflect the state's demographics, but what education TAMU provides beyond the curriculum does not appeal to all segments of the young adult population. With over 67,000 students now attending TAMU, has the administration, faculty, and staff have just been overwhelmed by the large number of students? Is there a "dollar figure" associated with the recommendations and how will they be funded?

Much more emphasis needs to be given to recruiting Legacy students!!!! Parents that have raised their children to love A&M, taught Aggie core values, have financially supported the university find their children not accepted into the university. Their spots are taken by students that have no interest in the traditions and values of A&M.

I am concerned that the interview process in the College of Architecture did not allow sufficient time for the consultant team to understand the current inner workings of the College and how the various programs inter-relate to each other. I would urge that the recommendations for academic realignment affecting this College be delayed until more time for interviews can take place and a better understanding of the College is documented.

The process of self-reflection is admirable and to be commended. To reach the conclusion that the old model is both advisable and in need of concentrated redoubling of effort is not comforting. A&M seems to be concluding -- possibly based on the advice of its consultants, or possibly based on confirmation bias -- that it needs to return to the model of a military structure of command and control that has been diluted with the liberalization of the institution over the last half century.

- "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." This is laughable. A&M has great pride in being a former all-male military university. Why? Because we had a great impact on WWI, WWII, and the military conflicts after. To remove or diminish this "trait" diminishes our heritage and the growth that we have accomplished. - "Lack of investment in and inclusion of other TAMU branches and locations." TAMU in College Station should have no impact or financial responsibility on other branches in the A&M system period unless the report is referring to Galveston, or Qatar. - "Lack of faculty diversity and poor retention of diverse faculty members both at the university and department levels.... University climate not always welcoming, particularly to diverse faculty, staff, and students. Enrollment of diverse students, particularly African Americans, is low. Student and faculty populations do not reflect the state population." Maybe because they do not want to be here? If a student does not qualify academically or wish to attend A&M then why does the university need to push the topic? Do not change the culture of A&M to appease those who do not wish to be at the school A&M is a conservative school, this is a fact. Why is this a bad thing? The University of Texas is known for being a liberal school. Stop playing identity politics and let students attend what university they wish. A&M is not and will not always be everyone's top 1, top 3 or even top 5 university. That is ok. Should HBU and HBCs change their culture to include white or other ethnicities? If not, then why does A&M have to change the culture to appease others? The desire or requirement to pander need to cease. "Fish Camp is an example of this—there is a lack of control over the content of the camp. The challenges of polarized politics have the potential to threaten core values." No, what threatens the core values of A&M are admitting students who do not care for A&M culture and traditions. Stop pandering. Overall, the university is growing, too much if I may say so. Stop increasing student

enrollment, and stop forcing attendance and culture change. A&M is becoming a diploma mill. A&M is changing, some ways for the better, and in some ways for the worst. As the saying goes, "from the outside looking in you can't understand it, from the inside looking out, you can't explain it." I think this report should be treated as such, as the consulting firm clearly does not understand the rich history, culture, and pride Aggies have for their university. If they did then their focus would be on continuing that legacy as being the best university in Texas and the nation. A&M is special, and should be treated as such. We are not like every other university out there. Stop trying to change it to one.

If you do not reverse the damage Young created you will see a vast reduction in interest in the university as an avenue for students success. If you do not adapt for the future and address distance learning in a robust method, it will all come tumbling down. The old ways will not survive what is coming in the US and Texas. If you don't offer value for the price it will all be gone.

The cost of an education at Texas A&M is way too much. I know that the University's costs have increased over the years, but I believe that many of these costs were unnecessary, like those associated with athletic facilities and programs. I have a bill that I received from the College for the fall semester of 1962. The total of this bill was \$387.25. This included tuition, student services, student activities, board, room, laundry, and deposit fees. I could easily make that much money working during the summer. It does not take a genius to see that something went terribly wrong with the system since 1962.

TAMU appears to have grown duplicative processes in silos in the various offices and schools for many years; it is clear that opportunities exist for efficiencies in consolidation. However, consolidation brings with it the challenge of keeping close to your clients to meet their expectations and needs. The number of functions that need to be relocated to achieve this consolidation is challenging and during the process could cause chaos and further communications problems. It also appears that several new positions will be created in the top tier of the University management. Does the consolidation provide savings that outweigh the cost of the new positions and any new facilities? Are there existing measurements of the current service level; are these measures adequate to measure the service to compare with other universities; what are the projected efficiencies that will be provided by the consolidation, who will gather these measures, who will report these efficiencies, and who will be held responsible for achieving them? While it is great to measure university colleges and instruction to other universities, it would be good to go outside of academia to get measures for areas like HR, Payroll, IT, Facilities Management, etc.

I have some strong issues with the marketing company that provided the study. They appear to have bias against Ol' Ags, the Alumni that made Texas A&M what it is today. There obviously need to be some realignments and some consolidations at TAMU. That's to be expected. Right here, right now, we have an opportunity to strengthen Texas A&M or destroy it. The essence of being an Aggie is in the core values and in the Corps of Cadets. If we lose that we have just a no-name school churning out degrees. Being an Aggie is more than just a school and a degree on my wall. Its how I live my life. Its who I am. I became an Aggie because the core values were already the way I lived my life. I just found my tribe. It's the way I live my life : with integrity, loyalty, honesty, etc. Until the day I die, I will always be an Aggie. These kids you lure in with money based on the color of their skin or the high school they attend... they won't even remember what school they went to 15 years from now. There are so many kids coming in they can't plug in. They can't find their tribe. They won't even know what the core values are. So let's do some reorganizing and cut out the racist DEI stuff. Open the doors to A&M to all who apply and pick the best candidates, the smartest, most well rounded kids. Lets invest in the Corps of Cadets because they are truly the keepers of the spirit. Thank you for the opportunity to give my feedback. I look forward to more strong leadership from Dr. Banks. Good night.

Enrollment is too large and should be capped at 50,000-60000.

Dear President Banks, Thank you so much for taking the time to take a poll from those who dearly love and respect Texas A&M - the Former Students. My name is [REDACTED]. I have reached out to my dear A&M many times since my appointment in 2010 in hopes to offer a poetry event/reading at the Bush Library to the students. My requests have always gone unanswered. I understand the focus of the University leans other directions - such as football, veterinary focuses, business, etc., but the Arts are vital to humanity - it is what keeps us truly alive. Please allow me to come and speak to our future generation. [REDACTED]

There are likely several good ideas in this study. However, I am concerned about the overall theme of this study – increase the power of the president, create more bureaucracy, spend more money, build more buildings, and centralize control. It is curious that within 3 months we have a study that claims to understand the culture of TAMU and offers

advice on how to fix a myriad of problems using this common theme. I've seen studies and "listening tours" that were designed to give legitimacy to decisions that were made ahead of time. This study has that feel. Again, there may be some helpful ideas included in the study, but I would not embrace any of them without a thorough study of how each change would impact the Aggie culture. Bold innovation and action are needed from time to time. But, the reason must be the betterment of the university and not just empowering administrators or promoting any agenda that conflicts the Aggie core values. Additionally, there needs to be a protocol for determining when an academic area needs to be made into a department and when departments should be moved from one college to another.

The counter SWOT comments of : "...The Aggie culture presents a foundation of shared traditions and values that create a cohesive identity for students, staff, and faculty. The Corps of Cadets is a part of the school's culture and student body..." and "...The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education..." At first bothered me as a product of the Corps. But, I guess are inevitable given the different viewpoints that participants have. From what I have seen the Corps has made unbelievable leaps in developing into a premier leadership laboratory. The Corps today is vastly improved from the "OI' Army" Corps of my day. Hopefully the improvements I have seen will continue. I am excited that the University is looking to how it can improve for today and tomorrow.

I thought Gate's chapters in his book on his time at TAMU were very interesting. In this climate where everyone seems to go out of his or her way to misperceive whatever is said, this initiative will be difficult, but I appreciate the general thrust of the endeavor.

Overall, I do not particularly like a report that compares us to some schools that I think are not in our league. I would have thought more emphasis would have been placed on comparisons to schools in the SEC, or even better those that rank ahead of us in national university assessments. These kind of reports generate their own mandate to change to a certain standard that I do not think equates to TAMU. Hopefully, TAMU leadership can see their way to pick and choose the best conclusions that fit A&M and its future needs so that we maintain and strengthen our position. Surely A&M is capable of finding and implementing best practices without relying too much on outside consultants who may not have our best interests at heart.

I was taken back by their comments that A&M is burdened by an all-male military mentality is out of touch and is prejudiced by their bias. The University can not continue to grow every year. How big does it have to be at more cost to the State and students?

Bigger isn't always better. While it's important to have some change with the times, being a bigger University may not be the best course of action. Adding new colleges is sometimes necessary and important. I implore those in charge to make sure it is also the best idea for Texas A&M and the students. If we need to work on organization, maybe it isn't the time to add more of everything by adding new areas.

For Texas A&M to be sending this out and requesting feedback speaks volumes and makes me proud to be an Aggie to be a part of a University that still holds Former Students with high regards.

I understand the need for restructuring, but I am disappointed, overall, in the response to the report. Through out the report, we kept being compared to other schools, and how we are different from other schools. We are different. That is what makes A&M unique and special. A&M is one of the few conservative, tradition filled universities left in the United States. We all chose to come to A&M because A&M met our values, beliefs, and what A&M stands for. Why are you trying to change that? Why do we have to be like all the rest? What we have now is working and thats what people want - it is obvious - enrollment is through the roof (a bit too much and we cant handle the growth). Applications are through the roof, students want what we have, tradition, family, unity, core values. Too much time and effort are being put into inclusion and diversity - this is causing a greater divide - so evident is this past year. Skin color, sexual orientation, or anything else - does not matter in the eyes of an Aggie. We are all just Aggies. Now A&M is dividing out colors - all black dorms. That is creating more division and separation. What would happen if we had an all white dorm? The Statement: "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." How many made this statement? The Corps is only approx 2500 students. They are both male and female. They are the Keepers of the Spirit. The Corps helps keep the Aggie Culture alive- the Aggie Culture is what makes A&M special and unique. That is why we come to A&M. this does NOT need to change. I understand change is needed, we do need more efficiency as the University is growing. But do NOT change the culture. Let us have a college that is unique, let us have a choice and not be like every other university in the country. We are doing something right. Look how many CEO's of major

corporations we have, look at the \$ that is brought in by donors. Look how Aggies help all over the world in a time of need. Look at the fan base at our sporting events, Look at articles from other Universities complimenting us on what nice fans we are. We have been voted the happiest university and the friendliest university for a reason.

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In general, leadership needs to always remember that Texas A&M is different. No outside consulting firm can come in and understand that. EVERYONE IS WELCOME AT TEXAS A&M! But bringing people in just to fill a quota is not acceptable! Again everyone is welcome, but should hold the core values and want to be there to be an AGGIE, not bc they got the best offer in order to fill a quota.

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TAMU Reorganization – General Comments Section I am not familiar enough with day-to-day operations of the TAMU systems and processes to make comments on the specific recommendations contained in the report. However, I have experience with significant restructuring efforts in part of the private sector. My overall impression is that the recommendations are designed to move TAMU from a decentralized organization where the support services report directly to the operation segments, e.g., the Colleges, to more of a corporate services structure. I have experienced both and each has benefits and weaknesses. The decentralized system usually results in the services being more closely aligned with the goals and objectives of their operating unit. This is good but suffers from a lack of coordination across the entire service function, finance for example, and is somewhat more costly. The centralized system is likely to be more efficient and cost less but often results in higher turnover within the operating segment which in itself is inefficient. For example, the desire to give a finance professional a broad range of experiences within the entire university will cause key members of the financial staff to be transferred between operating segments rather than being dedicated to a specific operating unit. This generally frustrates operating segment management and causes a loss of time while the new transferee learns the specific processes of her/his new operating unit. I could continue with examples but I think that the point has been sufficiently illustrated. The final comment is directed to the President. When a reorganization like that recommended by the consultants is implemented be prepared for old lines of communication to be broken and for a lot of complaints and frustration by all members involved. You will need to be patient and give this at least a couple of years before the desired gains are achieved. Finally, do not be surprised when in a few years another consultant will propose that TAMU change from a centralized organization back into a decentralized one. The evolution of the change is a couple of years to become truly functional followed by several years of smooth operation. However soon the weaknesses of the new organization will become a significant problem and the process will start over again. Best Wishes.

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Liberal arts and Sciences need to be separate departments. LA deals in subjective reality while the sciences deal in objective truth. Their perspectives on reality couldn't be more opposite or incongruous. Sciences deal in research that is funded by corporations that liberal arts has no way of relating to much less has any business courting for funding. Support for science students will be undermined by this maneuver and the future of sciences at this university will be compromised and eventually cease to exist.

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TAMU should serve its students - educate them , help them realize their capabilities and make them want to be part of our Aggie family. This survey only allows one primary relationship to campus. Over the last 10 years, my husband was research faculty, I worked on campus, we are PES donors and had our own family members as students on campus. My perspective is much broader than one role and I suspect there are others in my position.

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This is a great deal of information and expense. Please don't try to "implement everything" as it will be expensive and a daunting task. Pick and choose carefully as our students, our values, our atmosphere, our reputation and our University as a whole are affected by the decisions made.

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I have read the report and it gives complete and 100 percent control to the office of the president

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All students, regardless of "diversity" should be admitted to Texas A&M University, should be merit based. And the same standards applied to everyone equally.

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Do not make any of these changes. A&M is better than the "peer review" schools so why do we want to lower our standards to meet them? This was a total waste of time and money!

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"Large portions of the interview and survey audiences were conflicted about the university's culture and diversity, equity, and inclusion (DEI) efforts." The most qualified students, staff, and professors should be accepted and working at TAMU. I don't have time to read the whole report but 95% of former students would prefer you don't turn TAMU into a tu!

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Way too much money has gone into tearing down structures to make room for Kyle Field expansion. Football ticket prices are completely out of the range of most former students. Campus parking is a nightmare and paying the exorbitant prices to park on campus is ridiculous especially when you are not guaranteed a parking spot. Fees are out of sight as well. This survey is so generalized it is ridiculous especially for former students who have been out for a while and have no knowledge at all about the areas you want comments on. It is so generalized it is stupid.

I applaud making changes for efficiency of resources, funds, infrastructure. I also applaud moves to better communicate the tremendous quality of education and learning of adult responsibility that students graduate with today. We have a unique story - especially now - about what Texas A&M offers versus other universities. I personally don't want our campus, curriculum, faculty, graduates to be the SAME as other universities. I want A&M to be viewed as better, as unique, as special...because it is!

The greatest threat to our beloved institution is too much change too quickly without complete insight and without bringing along those who financially support the university. You've proposed a whole lot of change here, and I'd prioritize and make sure the strongest people are in the places of greatest need. We are a unique university, and we do not need to wake up one day and find out that Texas A&M, a school rich in tradition, abandoned all traditions for the sake of national rankings. Hold tight to our history and don't fall in the trap that this country has fallen into trying to erase history. We have a storied past of an all male cadet school that has beautifully transformed into the school it is today, a blend of cadets and non-regs, of male and female of much diversity. This school got there by carefully changing and adapting on its own pace for the right reasons at the right time with the right leadership, not just because everyone else was doing it.

Why do you believe that the culture of OUR University needs to change? If faculty, prospective students, or current students do not like it they are free to choose another school. Every school does not have to be a liberal cookie-cutter school. As members of the administration continue on track to take away the TRADITIONAL CONSERVATIVE values they will find that the funding from Former Students who embrace OUR TAMU will continue to decline. That result will mean fewer scholarships for students, fewer academic fellowships, and fewer new facilities. As you try to change OUR university it would be wise to remember what made OUR school special. It's the SPIRIT can ne'er be told, Its the Spirit of Aggieland. IT does NOT need to be reinvented. The last sentence of the mission statement is being ignored. "Texas A&M University seeks to assume a place of preeminence among public universities while respecting its history and traditions." The respect for its history and traditions is NOT being valued. Preeminence is not defined as liberal and that is what each of you is trying to make Texas A & M,.

I wanted to share how much I appreciate what the university is doing to grow the money education program. It is so vital to the success of whatever path students and former students forge in life. I live overseas and continue to see the issues of people not understanding the importance of these principles. The more access students can have to this program the better set up they will all be have greater impacts on the world around them.

TAMU is a unique university. My general impression of the report is that the consultancy provided by MGT seeks to move TAMU away from its uniqueness. It is fine to compare TAMU to other universities but It is not necessary to emulate those universities. Regarding the emphasis on diversity, the report compares diversity of the state population with that of the university and finds disparity. Is it not more important to focus on recruiting the best students based on academics and character rather than diversity statistics? I take exception to TAMU being perceived as a military organization and therefore a "threat" under SWOT. If TAMU Is truly perceived this way the "Community Communications" department should turn this narrative around and make it a Strength and an Opportunity!

The comments in Appendix 2, SWOT, were not well researched, particularly the note referring to the "all male military culture" in the Corps of Cadets. The Corps has not been all male since the mid-1970's, nearly a half century ago. Moreover, women make up nearly 15% of The Corps, and two of the Corps Commanders have been women. The culture led by the presence of The Corps is the embodiment of the Aggie spirit and is what makes TAMU in the words of President Robert Gates "a unique American institution. Without The Corps, TAMU would be just another fine university, but it would not be Texas A&M. The comment that the culture and values expressed by the presence of The Corps "are not consistent with higher education" is not what is wrong with Texas A&M; it is what is profoundly wrong with higher education.

My main concern is the growing feeling of the college wanting to be bigger just to be bigger. I'm all for growth as long as we can maintain our reputation of excellence. I do think that we should focus on what we are known for and good at; Agriculture, Engineering, and Sciences. In industry, the recruiters and HR personnel all know that if you want an

engineer, you go to ATM. That is what really benefits students the most. Having a performing arts center is nice, but being hired when you graduate is much nicer. If I was the one implementing many of these changes, I would be very diligent about making sure that all the "centralization" doesn't in turn just make the process bulky and inefficient. That is especially important with services that help students like IT and advisors. Have you ever tried calling a "centralized help desk" for something and actually been satisfied? Thank you for including former students in this process and allowing us to voice our opinions.

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The word "utilize" should not be used, particularly when the word "use" is used in the same document.

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I feel it's a privilege to provide this feedback and am so glad President Banks offered the opportunity for invested and passionate former students to participate. Many of us want to be an active participant in helping chart, promote and contribute to the future of the "school we think so grand". The task ahead is no small one, but our beloved university has proven we can be an agent of change while not losing sight of the foundation and traditions which make (and keep) us unique. I desperately want us to be viewed as a world class institution, a source of pride for our former students and a National and international asset to serve as a beacon for others to look up to. I hope there are thousands of other Former Students who feel just as strongly...whether or not they share my personal views. Please work hard to get this right. MG Rudder had to make some tough decisions when he chose to redirect some of the guiding principles of the university, but he did so in a way which did not compromise the core values and traditions. Please be mindful of how important these are and best of luck. Please do not hesitate to call on me if further input, clarification or service to this cause may be useful.

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President Banks, thank you for your leadership. Please make any decision in line with our core values. Thank you.

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Stop focusing on research. Priorities should be the job placement of students and setting them up for the REAL world.

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Allow me to address some of the 'high-level findings:' - In general, if the operational structure of the university is decentralized, I don't believe the way to 'consolidate and focus' is by 'strengthening the office of the President.' That would actually be centralizing functions into an office with enough responsibility. - To solve inconsistent transparency and a lack of analytics and performance metrics: roles and responsibilities need to have clear definitions, and common practices and structures within academic and organizations units need to be implemented. - Centralization of marketing and branding is a fine goal, but remember that the university exists to educate students, and not to monetize its brand. Monetization is, at best, a tertiary goal, and should never take place at the expense of educating the students. Excessive focus in this area simply looks bad, and comes off as greedy. - Culture, Diversity, Equity, Inclusion. Respect for all of these attributes is important. No university will ever fit perfectly into any model purporting to be fair and equitable (this does not mean that we should stop trying to be supportive and transparent). When considering any high level changes, TAMU should never change for the purpose of fitting into any particular model of fairness and equity. Be as fair and equitable as you can, of course, but you cannot please everyone, no matter their background, their monetary contribution, their agenda, their politics, their legal standing, or their volume. The culture and reputation of Texas A&M will be continually established by the students who are currently attending, based on their experiences while there. (All former students compare almost everything A&M related (since graduation) to the time while THEY were there. Looking back fondly is fine, but our focus should be on the students now and in the future, and their experiences while students. The culture they have now is based on the student experiences that came before them. Their experiences now will be the culture of A&M in the future. The best way to serve our culture and reputation is to make the student experience the best we can. All purposes serve this. These Aggies will then be equipped to serve the state, nation and world, as their predecessors do now.

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Dr. Banks, I believe you misspoke when you said you would receive feedback and then discuss changes. In fact, these changes have already begun. Asking for feedback seems to be a formality. I am ashamed of the behavior I have seen and heard about from faculty as it relates to diversity and to read that this administration tends to disregard it's student of color is terrible. I am mistreated on campus so I know students are too. I know you are not an Aggie but can you at least try to see it from a different perspective. World class institutions are not considered racist as TAMU is to most. Your own data proves that point. Let's work to fix it, not make the gap bigger.

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Stop trying to be like every other university. Be what made A&M A&M!! Conservatism!! Cap enrollment in-fact cut it back drastically. 35,000 is big enough.

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Overall, the recommendations will eliminate redundancy and duplication of effort. They will also reduce complacency which tends to plague institutions. Implementing the recommendations will align the university with best practices and



ensure all positions and tasks are working seamlessly toward a common goal. Do not let the individuals who are afraid of change dictate Texas A&M's path. This is the way forward!

My professional career included approximately 36 years in the nuclear industry. A large percentage of my time was spent managing different quality assurance (QA) organizations. One very important lesson I learned while working in QA is that an accurate evaluation of an organization's performance and effectiveness CANNOT be based on interviews and surveys alone, even when consistencies are found in the interview/survey results. The organization's deliverables (products and/or services) MUST be evaluated. This element is missing from the consultant's report. Without evaluating each organization's deliverables, it is not possible to determine which of the report's recommendations need to be implemented.

Teach and do not indoctrinate. Honor A&M Heritage and Traditions above Woke and so called diversity. Support for standing for the USA Flag. Honor our Flag. Have only one graduation ceremony. We are one Aggie family, regardless of ethnicity. Separate ceremony only divides us, does not bring unity. Different ceremonies - does that mean different rings will be recognized - will the degrees state something different. Respect everyone's ability to free speech. Honor and respect it. Protect it. Violence should never be tolerated. Promise to never again Lockdown the school. Those seniors were deprived of so many great and cherished traditions.

I cannot believe you spent money on this. It shows a lack of vision on your part.

I'd like to thank and commend President Banks on soliciting feedback from a wide-array of audiences for this report. Frankly, it took me by surprise. One day, I was cleaning my email inbox and randomly saw her email. As I read through it, I was astonished thinking that this is the first time I have ever seen a President of Texas A&M University seek feedback on things of such importance, let alone ask feedback from Former Students. I was genuinely honored and connected me closer to my alma mater (use of email like this is SUPERB Strategic Communication!). I hope my input is useful in some way or another. Thank you for the opportunity and Gig'Em! Very Respectfully, [REDACTED]

The MGT Report is very thorough and provided clear recommendations across all areas of TAMU. As a former student I am fully supportive of TAMU's goal to further improve its standing and reputation as a first class educational institution. I know President Banks faces many challenges. I am confident the former students, including myself, will support President Banks as she works to make TAMU a better institution. Best wishes to President Banks and the entire faculty and staff of TAMU. Gig 'Em Aggies.

There needs to be care in not increasing overhead/people or a lot of new positions. Job descriptions need to be re-written, and job fit analysis made. National press has indicated the rapid increase in administration costs leading to higher tuition, which does not necessarily contribute to better education! Sadly this report does not include #'s of people involved and is too general, in my opinion. The number of people in this study was 44 in-depth interviews with key university leaders, a strategic survey of 58 of the university's deans and vice presidents, and surveys of current students, former students, and faculty and staff. This seems like a very low number for such a wide ranging & broad recommendations, not to mention the implications for overseas operations. Productivity can be possibly gained with a good monitoring computer system to analyze needs and changes and responsibilities and of course key objectives tied to compensation and salary increases. Lastly, there should be stepping stone reorganization plans made, otherwise this process will be highly disruptive & chaotic, as well as new hire and training needs where necessary (in normally takes 6-9 months to fill a position and get up to speed. Where is the Cost Benefit analysis for all the added positions or even within departments? Verbiage for recommendations but no hard facts.

The transition team should be staffed with people who are knowledgeable of Texas A&M, not outsiders looking in. i.e. the MGT report that HIGHER EDUCATION was in danger due to the "all-male, military component" of Texas A&M. They obviously don't understand the DNA of A&M... the skeleton that the university is built around...something that cannot be seen, but must be experienced... the Spirit of Aggieland.

I am concerned that many changes will require money that likely does not exist and will impact existing services. Furthermore, I am concerned that the endowments and wishes of the donor's will be respected if the colleges are combined. I have seen multiple donors turned away because they were asked to share the money with all departments when the donor only wanted to benefit the department/major of the donor's choice. Also, I believe that graduate students that are employees of the university should not be subject to the various ridiculous fees that the universities keep creating.

Howdy! I am Class of 2016 and graduated in University Studies with a minor in English and Business and a concentration in Dance. I chose to attend the Texas A&M Dance Program for many significant reasons. It's a unique program that focuses on Dance Science, and the faculty are outstanding with impressive dance backgrounds. The Dance Program only continues to grow and produce highly educated and trained dancers. I will admit, I'm disappointed to see this survey not once mention the arts. Texas A&M has many art programs to offer, not only in dance, but visual arts, theatre, music, and design. There is so much potential for these programs to grow, but if you don't even mention it in this "university survey" how will this happen? Therefore, my main suggestion out of this whole survey is Pay attention to the Arts, actually build a Performing Arts Center for students, and continue to grow the art field at Texas A&M.

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I would just ask that change makers keep in mind that no one knows TAMU better than those who work/study there and those who have worked/studied there. It is a VERY special place and its values and traditions should be protected at all costs. It is easy for a company to make recommendations when they are paid to do so, but not every recommendation is what's best for students/staff and their TAMU experience. Please keep this mind when deciding whether or not to accept and implement some of this studies recommended changes.

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The MGT people know zero about A&M and its history. The report is far, far too negative. When it comes to words/\$, I think you got your money's worth. As I said earlier, while there's always room for improvement, you can't argue with success. Why was nothing mentioned about the academic success of the Corp of Cadets, as compared to the rest of the University. To implement the MGT recommendations will require a VERY large barrel of money.

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You should do everything you can do to reduce the cost of attending A&M. I spent my first two years in college (1958-1960) at Tarleton State, a member of the A&M system at that time as well as now. My last two years (1960 - 1962) were at A&M. I had a summer job that paid about \$1,000. a summer - which paid about 95% of my college cost. Of course, I didn't have a car or other expensive item that students today deem essential. Still, the cost of college, in general, is far too high and should be reduced everywhere possible.

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Listen to your students. They know what works and doesn't work with the way things currently are. A third-party consulting company doesn't spend enough time at the university to understand how important relationships are created between faculty and departments. Departments don't need to be in the same college to collaborate effectively.

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Mission of my comments – To refresh the Texas Aggie (HSRWL) Culture which is founded, rooted, and established and need not be changed. It must impinge on each and every person within the Texas Aggie Community. Representing this highly valuable culture is the challenge for us who convey it, as true (transparent) Texas Aggie culturist. Organizational Development processes along with Training and Development curriculums must be envisioned and constantly refreshed to prepare our leaders for this effective conveyance. This will lead to overall student success. Response Management Overview number 6 A – This recommendation and its implementation cannot by itself be successful. The University's culture is not addressed as part of recruitment efforts investment. And since the University's culture has evolved from its unique heritage, it must be more clearly understood in order to convey it to those populations being recruited. With such an understanding of the true culture and the framing of it, certain decisions have to be made before implementing recruitment strategies. This so that the implemented recruitment strategies based upon better understood culture can be successful. So, we must understand How unique TAMU is and how to compare it with others if such a comparison is even appropriate? Comparing with other university systems was chosen as a method of estimating and making recommendations. This is problematic when a university such as Texas A&M University is without comparison. Of course many university systems claim to be unique and many of these might claim that no model nor examples exist for comparison. In the consultant report one might ask. How did the consultant teams develop ways to compare and contrast TAMU with other systems? And how did the consultant teams validate the comparisons? In order to determine if comparison to others is appropriate or, if appropriate, then to validate the comparisons points have to be made in the complicated question. Imagery can be useful here. One could image an educational system as a growing tree. As such, we would see a tree with root system, trunk, growing limbs, branches, and foliage prevalent. Now then if imagining how the tree could represent the growth of academic ideas, disciplines, strategies, and the supporting infrastructure, TAMU might appear much like other Institutional "Trees". Such institutional trees might include grafts, where which, an entire limb branch system being added onto the existing tree structure. For example, during the transition from college to university the TAMU institutional tree had new colleges and departments grafted onto the substantially rooted (90-year-old) TAMC tree. But does this obvious, easy to see, change completely explain if or how the college culture has changed in order to market the value? The tree within the tree, which is not seen, is what any change recommendation must consider in order to implement new strategies in a prudent way. Such discerning prudence will greatly improve the chance for effective results from strategic recommendations and their implementation. So, we must call upon more

discernment to accurately measure and understand our institutional tree at Texas A&M University. At least four good assumptions can be made about the TAMU tree, still growing well after 145 years. The root system is substantial like other trees we notice. The grafted (structural limb branch) systems have taken hold and are growing. The foliage, in its season, is magnificent. Some damaged places on the tree have been obscured by new growth, but deeper damage cannot be seen. To an Arborist, the trained discerner, scars and strength might be realized by patterns and structure. What sustains the TAMU Institutional tree and its magnificence in season and out? Is it the apparent bark, general structure, limbs, and leaves? No, these are results to be appreciated but not as reasons for substance. The culture or inner tree must be evaluated without hurting the tree. The culture, inner tree at TAMU is deeply rooted from its origins, its parent tree and protected growth. These ideas are fundamental to the discernment of the true culture at TAMU. As such they are highlighted here to guide the Consultant "Arborist". The origins of TAMU are based upon the Land Grant mission. But in Texas, unique to other state's land grant school planting, the institutional tree is born of harder, yet vibrant, enduring seeds. This idea must be factored into any understanding of the true Culture. Such a tree would be like a lively oak with no real peers. The root system sprouting from such seeds yield the following: A venturing, greeting, mutually\* respecting frontier spirit unbroken by earth, wind, fire and human interactions. This culture spirit makes comparison to eastern seaboard schools invalid. \* Here, the idea means a mutually respecting of respectable mutuals, such as whites, civilized tribes and tribes seeking assistance. A courageous fighting spirit unbreakable through its invasion, interstate, or intercontinental support when called. This culture spirit makes comparison to Western state schools incomprehensible. A thirsty and hand drawn learning spirit, not quenched, even though other schools have been inundated with new water brought from elsewhere. Schools that must have others draw their learning water over the United States have little in common. A tough-minded work ethical spirit, that has been bested rivals and still attracts others from aforementioned states, must stand alone when it comes to comparisons. These listed culture spirit seeds and growth present the type of Live Oak Tree that appears on the TAMU campus. This notable tree is magnificent and growing with man-made supports visible. It is not the job of the Arborist to change this monument tree but only to understand it in order to support it in place and convey it as value to others. It is noted withing the report that "The Aggie culture impinges upon the potential for change within the university". This impingement and influence on the culture is not a negative as the consult team suggest. As with the tree, we need not change it, only support it, understand it so that it can be truly represented to others who seek its value. Those seekers are either ready to adopt the culture Spirit that can n'er be told or who want to complete such a spirit in themselves. All recruitment must ask the populations sought if they want to change because TAMU should not. Now then, we must ask what supports the trunk, branches, limbs, and foliage of this TAMU culture. What organizations stand steadily firm and witness to the Spirit. It is those organizations who should recruit and be called to represent TAMU. SWOT Culture Strength - This strength should be restated for truths sake. The Corps of Cadets and its heritage is MORE than an equal part of the school's culture it is built upon the and extends the foundation of the culture discussed in observation 6 recommendation above. The Corps claims to be the keeper of the traditions and spirit. This can be seen in how it is instilled in minds laid open as fish, when old thoughts are displaced with new ones, creating a new progressive thinking. Fish camp connection and recommendations cited below in Student Affairs observations will be discussed at that point. SWOT Weakness - The TAMU culture must impinge on all recruits, students, and faculty, indeed the community. It must be, as a foundation, stay the same, then be supported to change, inform, and stabilize random mindsets to a new changing world. Certainly, strategies on how the culture is expressed, guarded, and made accountable should be in the offing. The all-male military components are few. A study on how to refresh these military components will be necessary, only if other all "One Look" student groups undergo a similar progression. That said, the idea of transitions sometime calls for intermediate steps. The military and corps, since 1975, has been going through intermediates steps. All female units, some integrated units, most all integrated units down to 36 of 44 now integrated. Since the integration mission is larger than just for the TAMU corps of cadets, the objective of total integration is rational but not always sensible. For testing purposes, over the long run, the question has to be asked again and again: Does the full integration military units place our military in the best position to protect itself and its mission? If the US military beliefs, proves and present the answer to be yes, then TAMU and the Corps by connection must comply. What more can be done. The Military Science Department at TAMU must certainly be monitoring closely the outcomes of various units. These results must be recorded and made ready for evaluations when called upon. This current balance suggests that TAMU is progressing and respects diversity generally. As such this small TEST group of 8 units out of 44 does not impinge upon TAMU culture. Students must respect testing while the examinations are in progress. SWOT Opportunities - TAMU and its student groups will be informed and encouraged as the University changes its structure (by addition), maintenance and strategies related to

culture, value, and foundational heritage. This informing should include position placements using leadership and experience to inform, influence and hold accountable student populations SWOT Threats - The perception that a not welcoming climate exists at TAMU is false. Now then students as individuals, used to their own thinking could certainly convey such attitudes. If anything, the HOWDY culture taught and conveyed at TAMU belies this fact. This HOWDY culture, has been regressing and must be recharged. Fish Camp is key to this as well as reemphasis in Fish Orientation and Spring Orientation Week. The key here is a look up and forward training. Young people tend to look down or be distracted with devices. We must and will set TAMU apart once more.

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I like the direction of these changes. Any organization which has grown as fast a TAMU needs a structural reboot eventually, and it's time for TAMU to take that step. The implementation of the changes which are undertaken will be a huge task with some considerable disruption. A carefully thought-out phase-in plan will be essential to minimize the impacts. A number of "Old A&Ms" (of which I am one!) will bring up the argument that the Morrill Act of 1862 set up a land grant college for agriculture and mechanical studies, and this reorganization will violate that principle. One Old Ag has told me, "They trying to make A&M a liberal arts college, and that violates the Morrill Act." (By the way, many people, young and old, don't know that TAMU also has Space Grant and Sea Grant designation.) But if one reads the Morrill Act of 1862 they will see that the Act did not limit the curriculum to only agriculture and mechanical studies. Section 4 of the Act is one very long sentence, but the last half or so tells it all: SEC. 4. And be it further enacted, That all moneys derived from the sale of the lands aforesaid by the States to which the lands are apportioned, and from the sales of land scrip hereinbefore provided for, shall be invested in stocks of the United States, or of the States, or some other safe stocks, yielding not less than five per centum upon the par value of said stocks; and that the moneys so invested shall constitute a perpetual fund, the capital of which shall remain forever undiminished, (except so far as may be provided in section fifth of this act,) and the interest of which shall be inviolably appropriated, by each State which may take and claim the benefit of this act, to the endowment, support, and maintenance of at least one college where the leading object shall be, without excluding other scientific and classical studies, and including military tactics, to teach such branches of learning as are related to agriculture and the mechanic arts, in such manner as the legislatures of the States may respectively prescribe, in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions in life. There is one glaring error in Appendix 2 under Weaknesses, third bullet. The Corps of Cadets is not all male. And it would be interesting to find out HOW they reached the conclusion that the Corps "impinges change within the university." I agree the Corps impinges change within the Corps, but even the Corps of today is very different than it was when I was in school. It has changed a lot!

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The University is growing too fast and needs to upgrade the Organization Charts.

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This is a very comprehensive report and well done. It supplies a lot of recommendations for the university as organized now. TAMU has grown dramatically in enrollment and like many organizations or businesses, it seems from a distance, its' growth has not been well organized in response to demand from its customers ( students and parents of students). I do not think TAMU has a well defined "mission statement". I think with the current 73K student enrollment, it is time to decide what academic areas TAMU wants world class recognition for excellence. Organizations cannot be all things for all people! I was in the Corp when I attended TAMU, and the school was recognized for producing graduates with excellent leadership qualities. The Corp now represents a very small percentage of the student population. and I am not sure how it fits the current planning. but the TAMU Corp has a world class reputation in the business world today. It would be a shame to lose that asset! One last comment. TAMU has never been known for being a liberal arts focused University and I would surely modify that "fourth leg" scenario.

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The overall report addresses a primary issue that has historically inhibited academic collaboration within TAMU; the existence of academic silos. As past chairman of the TAMU Research Foundation and an advisor to the the Dean of Medicine who conducted a study concerning its future, there are numerous redundant activities with each of the silos that both reduce efficiency and inhibit collaboration. The overall proposed reorganization appears to correct this historic deficiency. However, reorganization alone will not eliminate the problem. There must be a cultural change emanating from the top that encourages collaboration among academic disciplines.

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I appreciate the time, effort, and expense that resulted in these recommendations. The hardest part is to come - planning for implementation, getting buy-in from those employees affected, and continuing to follow through in some way every day. When we make the effort the rewards will be worth it.

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I find it very interesting that this report had no feedback on the College of Engineering, College of Agriculture, and College of Mays. Three colleges with a strong reputation of racism, sexism, and a hostile work environment. The report

has a very strong bias which makes it hard to believe. The lack of discussion about diversity was very concerning.

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After twenty five years in the Army, I'll tell you I'm generally distrustful of organizations which demonstrate a lack of understanding of the core values of the organization they are making process observations about. This report is no different. I find fault in several general comments...all center around diversity. We should seek to attract THE BEST student faculty regardless of demographics. This means all genders and all ethnicities. Demographics while interesting, do little in the way of performance. We should seek to provide equality of opportunity across all areas at Texas, but forcing metrics to achieve a pre determined outcome argues against establishing excellence and providing opportunities for all Texans. "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education" is so ludicrous as to undermine almost every other comment and recommendation. It demonstrates not only a FUNDAMENTAL lack of understanding and knowledge of the current campus culture, but also a bias against the very things Texas A&M stands for and was one of the three reasons for establishing Land Grant Colleges in the first place. Change is good if done with purpose, but eradicating culture and purpose is not positive change. This comment about the faculty senate illustrates this point as well "...there is no requirement for the demographics of the elected participants, i.e., ratio of tenured/tenure-track faculty to academic professional track faculty, to mirror the university demographics." Establishing a demographic based membership requirement again, argues against providing opportunity to all and rather a pre established demographic mirror, regardless of competence or motivation to serve.

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Centralization is not always a good thing. Good leaders delegate authority. Centralization harkens back to 20th century Eastern European organization failures. Texas A&M has the second largest student body in the United States, so I find it incredulous that the institution has problems attracting people. All statements that imply the university culture dampens enrollment are false and hide motives. Ignore recommendations from former Democratic consultants who have questionable motives and a history of degrading institutions.

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Of the hundreds of colleges and universities in this country, we need one to stand out as a beacon for the very corps values we espouse. Incoming students should understand what A & M stands for before they get there. They should want to be a proud Aggie because they are part of something bigger than themselves. You can not convince me that 2,000 corps members are stifling the A&M image. If it does, go to one of the other institutions.

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This is a very typical consultant report. I have seen many. Only those people that are intimately involved with each of these areas can truly comment in a meaningful way on these recommendations and the possible effects that these changes might make. I am clearly not in a spot to provide such comments. So after plowing through this extensive report and since I was asked to comment I will leave these few observations. 1. I saw absolutely no reference at all to the financial impacts of these recommendations on the bottom line or the budget of the University. Universities today are well known for poor money management (I have seen first hand evidence) and the ease of just raising the cost of attending makes for poor financial management. A massive recommendation to make this many changes with no reference to cost impact seems very unusual. 2. President Banks should choose her staff wisely. It really doesn't matter what the organization structure is if you have the wrong or poor performing people in jobs. Universities are fairly well known for being places that "if you just keep your nose clean and stay out of trouble, you've got a job" kind of workplaces. This tends to create workplaces where tenured folks (both faculty and staff) just get by and stay out of trouble and rise in the organization. These type individuals do not produce high performing workplaces or universities. Change that perspective at A&M President Banks, and you will make a bigger difference than all of the recommendations in this consultant report. If you really change that perspective and use those high performers to put these recommendations into practice, you get a bang for your bucks on steroids! 3. Good luck President Banks, REAL CHANGE IS VERY HARD!! I truly hope you are completely successful because I absolutely love Texas A&M and hope to see it succeed and prosper well into the future.

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Very good report. Observations were specific and aligned with good recommendations.

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Thank you for your detailed data, analysis, and recommendations concerning our great university. I did not personally receive an opportunity to participate in the data collection and have only general comments as to the SWOT results and recommendations. I am sure the information and recommendations that were presented will allow those who consider and present proposed solutions to the leaders and deciders with options that can streamline, financially save, and improve the university's performance in numerous ways. All these options should be studied and considered. But, as MGT implied, all universities are not the same and exist in different parts of our nation. Texas A&M University must

be among the very best academically and productively to have grown and expanded as it has over the last 60 years. The deciding authorities must carefully and thoughtfully make appropriate changes to improve organizational and financial effectiveness, while simultaneously maintaining the Aggie culture. I am hopeful that meaningful adjustments can be made as the university continues to improve, grow, and advance in academic performance, size, and value to individuals and our nation.

My undergraduate time Texas A&M was a life changing experience. I owe the University, and especially the Corps of Cadets for giving me the structure I needed to succeed. I was an above average cadet, but a below average student. I hope there are still Aggies like me; hacking their way through, getting to the milestone of graduation. I am so proud to call my self a Texas Aggie.

I have heard about the cuts to the college of liberal arts and find this to be unwise. I am coming from the college of engineering too. We need students of all majors and interests to make a great working world. Some of the best people I work with come from a liberal arts background, so I think the combining of colleges diminishes the liberal arts degrees

President's banks, I applaud your initiative to take on this challenge. This report highlights a very significant number of challenges and opportunities. And I believe will suit the University well. I see lots of opportunities to streamline functions that will provide better delivery of services and at a reduced operating cost. As a Former Student, I'm happy to see that this report was NOT a list of social grievances that the University needs to fix. A&M is an unique place. If students want the "woke" experience, there are many other places to attend university. [REDACTED]

First, let me commend President Banks and the rest of the leadership team at Texas A&M for recognizing the value in hiring MGT to conduct this review. As a former student, Class of 1995, it pleases me to see that steps are being taken in an effort to evolve and make this fine institution even better for the future. It also demonstrates to me that the University is humble enough to recognize that while it has accomplished much, it is still imperfect and can take subjective findings like the ones provided in the review to better position the University for sustained and continued growth. Now let's prioritize the findings and put an action plan together for execution. Continue to nurture this institution as if it was your own child and know that Aggies everywhere are proud of the image and reputation you are working so tirelessly to preserve.

Please compare the VDH paper with the MGT report. See: [REDACTED]  
[REDACTED]

Concerned about the admissions process for private school students or review admits from college preparatory schools. These students are more than adequately prepared to perform in a college environment yet are at a disadvantage in the admissions process. There has to be a more fair assessment among auto admits vs review admits.

"From the outside looking in, you can't understand it. And from the inside looking out, you can't explain it." This report started from the completely wrong place by comparing Texas A&M to other colleges, especially civilian colleges without our heritage as a senior military college. We aren't like them and we aren't meant to be like them; Texas A&M is a singularly unique institution with its own traditions and values. Specifically, the report mentions that Texas A&M is a "conservative school"; this is as it should be. Texas A&M stands in stark contrast to the strictures of liberal academia. We teach the virtues of individual liberty, personal responsibility, hard work and success by merit, respect for tradition and love of country. "Diversity and inclusion," which value students by the color of their skin rather than the content of their character, are not among those virtues. Our doors are open to students and faculty of any gender, race, creed, or sexuality, so long as they share our Core Values. That we do not pick favorites according to such innate and immutable characteristics is a strength, not a weakness. Further, one of the most frequent recommendations in this report was to "centralize." In some limited practical circumstances, centralization may make sense. But it should always be undertaken with caution, because centralization of power comes at the expense of individual liberty. As much as possible, we should give students and faculty the opportunity to form and act on their own judgements, to innovate, and to make decisions for themselves rather than be told one way or the other. This may not be the approach other schools would take on such matters. But those schools are not Texas A&M. And we did not become the finest educational institution in the world by following the crowd. Finally, we need to seriously re-examine our relationship with Qatar, in light of its government's participation in the financing of terrorism in the Middle East. Jordan Cope has done excellent research on the subject, and I would recommend you consult with him about the best course of action to preserve our values as they relate to A&M Qatar.

With regard to the right/wrong direction survey responses from students and former students, I would caution the current administration to keep in mind that is survey was taken after, not during, the tumultuous events surrounding

the Sul Ross statue protests last summer, as well as after the decision had been made to keep the statue, and after President Young had left office. If this survey had been taken during the protests, before the decision to keep the statue, and/or before President Young had left office, the results would probably have been far more negative. Another very interesting survey result was the majority of the faculty ranking A&M's unique culture as one of A&M's top three strengths, especially in light of the fact that only a small minority of the faculty listed refocusing Aggie culture as a top priority. This seems to indicate that our culture, and its preservation, is as important to faculty as it is to students and former students, and, by extension, should feature prominently in all recruiting and marketing efforts. A point of concern which emerges from the survey results is that the deans and VPs ranked engagement with former students last in their important elements ranking. This could indicate that the deans and VPs may see former students as a potential source of funding, but not as a genuine source of ideas, or as an important constituent group. MGT's SWOT analysis is concerning in that, on the one hand, it acknowledged A&M's culture and history as a strength, but on the other hand listed it as a weakness, and even specifically listed its conservatism as a threat. A&M's conservatism is not a threat, its is an important differentiator in a higher education environment which increasingly does not allow for the expression of conservative cultural values.

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I was confused to see that A&M should further invest in a small animal veterinary clinic when the report clearly stated the need is for large animal vets. I understand there is more money in small animal, but are we catering toward that or the needs of professionals in Texas/the U.S.?

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I FULLY support all advancements suggested for the arts, especially regarding the dance program. As a program that has been looked over for far too long, these advancements would provide such exciting opportunities for current, future, and former dance students. This program shaped me into who I am as a person and led me to my career in teaching. It deserves all of the facilities, equipment, and funding that all other departments receive. Growing this program would benefit future generations of dancers immensely, as the dance program trains its students to be the safest and best educated teachers possible. I learned dance science related information that people in my field are entirely unaware of specifically due to my education through the Texas A&M Dance program. Please push for any and all improvements for this program as it can affect the state, nation, and world with its incredible lasting effects.

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I find the MGT report lacking in accuracy when in their SWOT analysis, weaknesses, call The TAMU Corps of cadets "all male". It is common knowledge that there are 18% women in the Corps. How many other inaccuracies are in the report?

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Given the ability for distance working. the number of former students with expertise in these areas that can be engaged at low cost should be considered. The former students already understand the environment and culture.

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In general MGT and M+ CG have done a good job of looking at TAMU and making recommendations that will improve the operation of the University and in the process make it more efficient and with better controls. There is one critical area that I think they failed in. Several times they mention our "Traditions and Core Values" as being strengths that we need to hold on to and build on, however they did not bother to understand where these came from. As a Land Grant College we were to have a military contingent and president Sul Ross promoted loyalty and selfless service. The "Corp of Cadets" is the basis of all of our "Traditions and Core Values". The study group states that we are still an all male Corp and that because of that diversity and inclusion will be hindered. I would argue that the "Corp of Cadets" is what sets TAMU apart from other schools and the Corp has not been all male for many years. The study recommends the combining of the Arts and Science departments with the expenditure of large sums of money for facilities and staff to grow those departments. If that means that we need to look more like Cal. Berkley, then I suggest that we take that money and spend it on better faculty for the areas that we are already doing well in. The world needs at least one conservative university.

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During my 40 years of professional experience after graduating in 1977. The predominant feedback I received over those years regarding TAMU was "Outstanding engineering, technical, and veterinary university." While the many diverse colleges within the University are important the legacy of outstanding Agricultural Sciences (including the Veterinary School) along with Engineering & Technology should remain paramount.

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I am sorry but I don't feel qualified to comment on the aforementioned sections having been out of the University for over fifty years. I did read the report summary and found it to be a frank and unbiased assessment that will undoubtedly lead the University to greater heights within the educational community. I am very proud to be a graduate of Texas A&M.

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I recommend supporting the changes advocated in the study while requesting additional resources to achieve elevating the College of Architecture. Removing programs may assist with streamlining focus, but the created void of pruning

commonly shared resources may weaken a needed financial/staff/professor structure. While the financial/staff/professor structure aligned with the departing programs is not revealed, I suggest retention of at least 30 percent of the resources be retained by the COA with at least a 36 month committed boost to financial/staff/professor dedicated to "balance" during a time of change. My comments are based upon working within corporate mergers and acquisitions and participating in the impacts of these actions. Objective positive benefit impacts are typically over estimated during the short term while subjective adverse impacts are under estimated for a longer term. There is a time frame requiring cohesion and balance to be regained and companies who failed typically did not provide strong resources to bridge the transition. Having read the entire report I strongly recommend the President focus upon identifying a plan to implement an ample basket of resources to assist with transition over a three year period. The short term expense is an investment/insurance towards achieving the long term objectives. While the report focuses upon organizational change the undertone is creating a catalyst for cultural change. The former is easier to project and the latter is the "third rail" of success. Energy expended to divert the "recommended" impending changes is unlikely to have significant impact, but a focused effort to prepare and gather resources is well worth the effort. Thank you for providing the opportunity to collect our thoughts into your response. Be well! [REDACTED]

I strongly advise that Critical Race Theory NOT be considered for curriculum, nor sanctioned, in any form at Texas A&M University. There is also no place on any Texas A&M campus for anti-American political, social or counter-cultural organizations. I ask with gracious humility that all departments, all faculty and staff, at all levels, remember our country was founded as one nation under God.

From my experience, even after you reorganize, tremendous effort must be spent on making processes and procedures efficient. A value rating needs to be established for each process and procedure.

Keep the woke activism to a minimum. Thank you.

Diversity of thought is important. Diversity of anything else is not.

I was a student in the 1960's when we changed the name of the Agricultural and Mechanical College of Texas, Dropped the mandatory Corps of Cadets requirement, and allowed women to attend Texas A&M University. There were many Aggies that thought the school was going to hell in a hand basket. BUT, those changes have made A&M what it is today .....AND.....these changes will once again propel A&M to a new height of even greater excellence. [REDACTED]

I just want to say thank you for taking the time and effort to organize and conduct this survey! As a student it often feels like I have no voice, and that things never change, but this whole operation restores some faith in the University. It's encouraging to see the University taking huge measures to reorganize itself and actually fix the systemic problems by actually changing the systems rather than just continuing to make bandaids fixes.

I think more analysis should be done on the student satisfaction surveys. The disparity between upper and lowerclassmen students is pretty significant. More work should go into discovering the reasons for the disparity, such as how classes managed/mismanaged due to covid, the general cultural shift at A&M for the last 5 years, or other factors that the upperclassmen might have that differ from underclassmen. Underclassmen came in to college already in the hybrid model while upperclassmen were fully in person for most of their academic careers. The freshmen might just not understand what they aren't getting, while the upperclassmen are upset at the experience they lost.

The report seems well researched, thorough and well written and easy to understand.

As a native and alumni of A&M, I have seen fire destroy the original presidents home, across from Sabisa, the demolition of Guion Hall, the outdoor pool, G Rolly Wright Coliseum, the "new" Presidents home on the South side (was it not "good enough"?), and the re-make of the MSC, that seems more of a shopping mall, than the living room of A&M. Please save historical architecture at A&M.

Collaboration between disciplines is needed. Investment in the college of architecture is overdue.

Construction science must remain with college of architecture. VIZA could move to new college of arts and sciences, but a program specifically for architectural visualization and rendering should be created in its place within the college of architecture.

The College of Architecture should have a professional five year Bachelor or Architecture undergraduate degree rather than the current four year Bachelor of Environmental Design. The ENDS degree without continuing on for your Master's, makes it extremely difficult to be successful in the real world - namely the time it takes to become registered, NCARB



certified, and reciprocity.

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It is concerning that strengths were such a minor part of the report, makes me question the consultant's approach. The report seems to ignore the land grant mission of the University.

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"Large portions of the interview and survey audiences were conflicted about the university's culture and diversity, equity, and inclusion (DEI) efforts." I am more than conflicted with DEI. I find DEI to be a secular creed hostile to traditional creeds and beliefs. While DEI sounds appealing, DEI efforts undermine the educational function of the school creating a campus climate antagonistic to education.

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I'm not convinced bigger is better. It seems we've become a bit of a diploma factory and I just wonder if we've reached the tipping point of how effective a college experience we can deliver for 65,000 students.

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I do not understand why the University markets using the traditions and the Corp, but continues to throw those away, to try to make us like every other university in the country. It is not logical, but points to an agenda to continue to marginalize people who support country and free will, who are moderate to conservative in thinking. I have stopped giving money to AFS and am considering pulling my endowment back. We have been very successful for decades with the focus on Agriculture and Engineering. Our graduates had great success finding jobs and being successful, which seems to me the point of acquiring a college education. We are ranked very high on various lists, including one for diversity. I do not condone the behavior of the extremists on either side, but I don't like the focus to be race/gender/etc. The focus should be on being an Aggie and all that stands for. One of the most distasteful things I saw this past year was a young lady who was given money to attend TAMU, she accepted, but she flipped us off in a picture posted online with negative commentary. I am starting to find it hard to be supportive of the Texas A&M that exists now.

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Thank you for considering the arts, specifically dance! As a former student, and one of the first in the Dance minor, I know that my current high school are searching for arts opportunities closer to home. Thank you, Texas A&M, for being the one to offer that!

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I would like to see something like this for the Galveston campus.

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Free speech and expression always evolve. There always has to be a balance of this evolution with the ability to experience different view points. I did not note any references to inclusivity in terms of speakers and faculty with this in mind.

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Overall, the recommendations are vague and where success is suggested to come from building something, examples of the kinds of initiatives are not provided. So, in the end, one might do almost anything to change the culture of Texas A&M and end up worse off chasing some erroneous copycat strategy. For example, at some NE universities they hold separate graduations for black students. Supposing that is something that some blacks want, that is not to say the university should segregate graduations to improve diversity and increase black enrollment. We should ensure that we are welcoming and treat all students the same, if you come to A&M you should be comfortable that you have the same chance at the A&M experiences people rave about and that you came with the intention of enjoying. You should not be treated any worse or better nor recruited with anything other than a sincere welcome for any Texan, and an equal place for some of those not so blessed as well. Like all things with enough wiggle-room in them, they can be twisted into something unexpected and unwelcome. I would not support any change without a much higher degree of clarity. Texas A&M is not like everywhere else and that is a good thing; it creates diversity of choice for prospective new students and has created a loyal and growing base of former students. If you found that, for whatever reason, A&M was not sending the same number of ambassadors to recruit from predominantly black areas or border downs, then that should be corrected. We should ensure that we do the right thing. We can't be responsible for whether or not others choose to come to A&M, that should remain their choice to make not ours. Which brings me to another point. The report states: The recommendations in this report provide both direct and indirect pathways to achieve TAMU's goal of becoming a globally recognized, top-tier institution. I think that Texas A&M is already that. Indeed, the data support that Texas A&M is growing in student enrollment and in rankings. See, eg., <https://dars.tamu.edu/Student/Enrollment-Profile> and [https://www.thebatt.com/news/texas-a-m-climbs-academic-rankings/article\\_994d67ac-2fb0-11ec-b5c2-c70c6bc941c9.html](https://www.thebatt.com/news/texas-a-m-climbs-academic-rankings/article_994d67ac-2fb0-11ec-b5c2-c70c6bc941c9.html). So, while one can always find room for improvement, there is not a finding of a genuine problem on the scale of the sweeping and poorly sketched changes that the report might support. If there is, the report does not share it. Being different is no failing. Not being Harvard or following the trends of this or that other place is consistent with being a leader and carving your own path, true to your principles and traditions. The report also contains passages like: "There are four distinguishing characteristics of campus and community engagement.<sup>12</sup> It is scholarly,

cuts across the missions of teaching/research/service; reciprocal/mutually beneficial and embraces the processes and values of a civil democracy." It is not clear what the authors think the values of a civil democracy are would be the same as those that Aggies think they are. And, of course, as with so much else, they are not stated. Recent events make clear that different Americans have very different views as to what those values are. But, more simply, why aren't the authors asking whether or not the values of Texas A&M as stated being achieved--or those of the former students or those of the State of Texas? This analysis seems to start from the premise that Aggies want to be like others or that we need to be to be respected and successful, and neither of those is true.

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Dear Ms. Banks, Thank you for reaching out to me via email and asking for my opinion. I am a 2nd generation Aggie, my father went to A&M, my 2 brothers went to A&M, my 2 uncles, dozens of cousins, my wife and her 2 sisters and their children. Unless you know and respect what has gotten us here, one will change just to change and try to keep up with the others. I understand the importance of consultants and their change management analysis. I have a strong undergraduate degree in Mechanical Engineering from A&M and an MBA from another Texas school. I care what happens to A&M. I have participated in building the State of Texas for over 35 years and currently hold a management job at the [REDACTED]. It is too hard for me to write out all my thoughts using the online survey. However, I will be glad to articulate some useful information to you that could help you understand one perspective on how you all can guide the university to stay great and get better. If you will call me on my cell or work phone, I will tell you more about what I think about A&M and MCG's report. Sincerely Yours, [REDACTED]  
[REDACTED]

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Advise tweaks that could be made to existing operations and organization to improve productivity and effectiveness. Would be far less costly and disruptive than junking existing...

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There were a lot of good ideas and some disappointing realities in the report. Be good stewards of our (Texans', parents', students') treasure and do what is right. Be Texas A&M and no one else. Continue supporting the individual's growth with an eye to the health of the University as a whole. Stay at the top of innovation and technology. Hire good people. Recruit great young people with varying qualities (not just high test scores). Don't waste time on flash and glitter. Selfless service. Community service. The Corps of Cadets must remain a priority and be supported in every way. Stop trying to be the largest of every category and focus on quality and learning.

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Overall, I like most of the changes in the report. I think it is important for large institutions to be challenged in pursuit of something bigger and better. I think this is an important step to take the university to the next level.

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Recommendation #1. I affirm the wisdom of combining the Colleges of Science and Geosciences. I strongly discourage lumping the College of Liberal Arts with them. I experienced the many pitfalls of doing this at another university. Common sense says they are disparate colleges.

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I still question the growth. Are we growing too fast? Is high growth getting in the way of success?

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I have been a leader and worker in both governmental and private organizations. I am not familiar enough with educational institutions to make specific comments on the various divisions at TAMU. My one observation is that the organizational structure is very hierarchical and with lots of "boxes". In my experience this leads to managers of managers of managers and does not lead to efficiencies in achieving the goals of the organization. The only specific recommendation is that the report suggest some functions be "matrixed." I have worked in organizations that had a matrix concept and regardless of how many times we have tried to make it work -it did not work well. Having two or three managers who dictate what you are to do and how you are to do it is not a formula for success. Teams work, team collaboration works, group assignments can work - matrix not so much. Thank you for the opportunity to comment. My remarks are not very profound but come from life experience. The ultimate goal for making changes should be does it better the product we produce and are people enthusiastic about what they are suppose to do. Tradition is important and should be revered and honored but does the tradition uphold the values of the organization. I love the traditions of A&M and I believe the values I, my children and grandchild learned and will learn are unique to A&M and of value to our country.

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Questions on this survey could be better. The recommendations made in the report were on point. There is a lot that Texas A&M needs to do to better accommodate its students. Tuition is high and getting into A&M is difficult. If students are able to achieve those things then the University should respond. Also, more can be done for former students than just asking them for money. That was the first thing that was said during my graduation and everyone found it to be in very bad taste.

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Texas A&M is a unique and special place, more than just a school, that "Aggie Spirit" must be preserved and passed on to future Aggies. The President, Deans, profs and administrators have a duty and must protect and preserve this Aggie culture.

As a proud Aggie (class of 74), I am disturbed with the direction of my University. I believe in God, country and family. I would like our University to stand apart from the general collegiate direction of liberal, woke, crt teaching agenda of the liberal left. I also believe bigger is not better. It seems that we are loosing our identity as a friendly, God/country loving institution. We need to put Howdy back into all Aggies vocabulary. Thank you for the opportunity to express my views.

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I did not comment on any of the above as those decisions are not mine to really have an opinion on - they are structural in nature and I feel those in leadership know what's best. My biggest concern is this pressure to drift towards how "others do it" when it comes to the unique qualities of A&M and the comparisons to other universities. I feel it is important to challenge students so they are prepared for their future. Sometimes, if not oftentimes, students are treated with kid gloves and too many are worried about their feelings. While I am not advocating to ignore those who are stressed and overwhelmed; I am saying life is hard and part of what I learned at A&M was how to deal with that. We don't need to graduate "soft" kids. We don't need to encourage "wokeness" because it is cool and others are doing it. For example, there was a young man who faked a racial incident last year. Nothing happened to him except he got his ring and a diploma. If some of the circumstances were different about who that kid was, he would have been kicked out of school. I don't see how having classes on Black Lives Matter and continuing to employ professors like Michael Alvard help move A&M forward. If a professor doesn't like what A&M has stood for over the years, they should be encouraged to leave. An organization in the private sector would do just that. I am not advocating a narrow vision and scope of what is to be taught. Whatever we do, it has to be done the right way and for the right reasons. Professors have gotten into a habit of teaching kids what to think; not how to think. Their agenda is not learning. I have a child who is a student in the College of Liberal Arts and some of the things she has told me about her professors is disturbing. Bottom line is A&M does not need to change who we are, because there is nothing wrong with our culture. We have grown immensely since the late '80's when I was in school. Perhaps we were a little myopic and lived in our own Aggie bubble then; but I think with people like Dr. Gates and those after him, we have evolved. Our traditions represent the foundation of the values and experiences our students gain from coming to A&M. Don't lose sight of that, please. We are not different; we are unique. Let's keep it that way. Thanks.

Keep traditions or you will loose Alum dollars

In general, I feel very positive about the information presented in the report. This type of restructuring should not simply add to the executive level and increase overhead but rather should decrease overhead while streamlining the University processes and make it easier to get things done. It appears that is the attempt with this review but there needs to be appropriate oversight during implementation and again 12 months after implementation to ensure this is actually happening. I strongly agree with the comment, "the Aggie culture presents a foundation of shared traditions and values that create a cohesive identity for students, staff, and faculty". Texas A&M has always been the state's conservative university and the Corps of Cadets helps to further enhance that. With the changing political climate in universities and across the US, we need to make sure we protect that conservative position while allowing for free speech and exchange of varying opinions. Everyone has a right to their opinion but we can not allow the Woke left to derail the foundation of Texas A&M.

I am very supportive of the organizational assessment and benchmarking to peer institutions. Organizational silos are common and expand over time creating significant inefficiency and lack of alignment across the enterprise. I also support the concept of incorporating strong performance metrics to establish measurable, achievable goals and promote transparency and continuous improvement. It is good to see the proposed consolidation of enterprise wide services.

We lose top engineering students as a result of the policy regarding the choice of majors. The student must commit before the freshman year, but the college does not commit until after the freshman year. Students choose other universities as a result.

Because of the lack of support for the College of Education and ridiculous self-centered support of engineering, I will no longer be donating to Texas A&M. What a shame. Please make sure the Foundation is aware of this.

I appreciate Dr. Banks assertiveness in initiating this operational review. All of the high-level findings and recommendations are logical. I would only emphasize the importance of executing our Land Grant mission of serving

the people of Texas. When we cannot deliver enough US citizens to meet the needs of our military partnerships, it is clear that we are failing in that mission. We should also be extremely cautious of lowering academic standards under the façade of diversity - this will neither serve the underserved or the greater good.

A&M does not have an optical sciences or optical engineering degree. Optics is one of the most important fields of engineering and science. This should be corrected two decades ago, so please get it done.

I always thought the goals and plan for Vision 2020 were well thought out and achievable. Please say that we aim to be a top 20 global university or at least try to be.

We have got the right leaders at the top. this is good news, because with them we have no chance to fix some of the pressing problems. Thanks

I completely reject the statement that "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education.". It is largely the Aggie culture, traditions, and values that draw students to Texas A&M. What other university alumni from all walks and student experiences value proudly wear, and recognize their university's ring? Isn't this a prime marketing strategy?

The only two top ten rankings I have ever seen A&M in is: size of the student body and endowment. A&M should focus on the same quality metrics US News uses to rank universities. Texas is ranked 30 spots higher than A&M for its undergraduate programs for example. A&M should try to close the gap, quality-wise. Expanding enrollment, with lagging academic rankings, is a poor strategy to enhance university reputation.

With the overwhelming growth of A&M and the pressure in academia to conform to shared cultural values extant in higher education today, A&M is at a crossroads. We can continue to celebrate those things that have made us unique, or continue to try to be all things to all people. Doing so will make us mean little to a few people. Having visited the campus last weekend 45 years after first enrolling, I was gratified to see a few things left that made A&M attractive in the first place. Please don't make them harder to find or nonexistent. Thank you for the opportunity to comment.

I am proud to be an Aggie. I struggled with grades but made it with a degree and a great career in Industrial Distribution. I suspect several "old Ags" don't like change, but we all benefit from TAMU success & achievements. Thanks for letting a common Aggie give his comments!

Above all else, tradition of the university needs to be protected. Student education on the A&M traditions outside of Fish Camp would be a good program in my mind to help ensure a more inviting environment.

Thank you for taking the time to gather so much input for this report. It is long overdue and very exciting to see for former students ('91) and current parents ('23) like myself. I noticed there were a few mentions of returning to an academic focus, and I appreciate that. I know there are many classes in which students are almost required to hire outside tutors and the explanation given is "professors just present the material, it's up to the students to seek out assistance in learning it." WRONG! I'm not paying the university to present material. I'm paying for an EDUCATION. Teach them. Inspire them. Make them want to learn more. They can purchase textbooks all day and all night if they just want material presented in a basic format. Professors should be teaching and inspiring. If not, they need to move along. Unless a student is in a class which is outside their gifting (i.e. me in calculus), they should not NEED tutors to help them learn the material. Hiring tutors should not be a given. It should be an exception. Parent rant over. Thank you for allowing feedback... hope you're not regretting it too much!!

Pretty standard consulting study in higher ed...what goes around comes around.

60 interviews is not enough to comprehend the scope of services within all these departments. A survey can have bias. In most cases, the findings are valid, but it's the recommended solutions that are weak. This is a 30,000 foot view of things. Enlist the subject matter experts to come up with better solutions. I am speaking as a former student, father of a current student, spouse of a TAMU employee and 30+ year member of the local community.

I don't agree with the general premise of the study - to provide direct and indirect pathways to become a globally recognized, top-tier institution. TAMU will not achieve this stated goal without being over-run with the radical left-wing thinking that plagues other 'globally recognized, top-tier institutions'. Strive to serve Texans, produce top-tier research, and help students and graduates achieve their goals in life. But do those things without worrying about what journalists and 'global experts' think about TAMU. Don't allow TAMU's culture to be watered down by seeking the approval of anyone other than Texans, students, and graduates.

The freshman class last year suffered so much, no in person howdy week, no in person freshman meetings or camps, online classes, it was pure misery- it seems that no acknowledgement of their loss of the TAMU experience happened.

Definitely not worth the money last year for my son. Truly considered not coming back, and the advisors are super unfriendly and won't help- way different than when I attended there and [REDACTED] was my advisor. They are there for the students they need to not treat them poorly.

Listen & learn from the Sul Ross Group (SRG). Their years of experience will not steer anyone the wrong way. Think of the SRG as "senior A&M statesmen" like one's grandfather giving advice.

The report nailed it, I highlighted some concerns not present in the report above. Thanks, & Gig 'Em!

Texas A&M shall prioritize its academic research achievements and reputation, as that's the core competence of universities worldwide. Also Texas A&M shall not be satisfied with its fame within Texas only but rather shall be ambitious to enhance its nationwide and international reputation as a top-tier research universities. A&M's goal shall be like UCB or UCLA. When I applied for university, UCLA has similar bar for admission as TAMU, but now it has climbed a lot in both academic rankings and much higher standards for admission. Catch up TAMU, Gig'em aggies! Your scope is the world!

This report seems very much focused on centralizing authority at the University level. This is not necessarily bad, though it creates inefficiencies and bureaucracies. Students are best served at the departmental/faculty level, not by the administration of the entire school. I would be very weary of listing tradition as a "roadblock to change." What change do you speak of? This seems like corporate jargon. The reason Texas A&M is so popular is tradition. Texas A&M is not like other schools. People are not silenced for their beliefs or political views like they are on so many other college campuses. We get so caught up in racial and gender diversity that we completely forget intellectual diversity (which matters far more). Texas A&M depends on its uniqueness. There are plenty of great schools just within Texas for all sorts of professions. If people were only interested in rankings or diversity, everyone would go to UT Austin or Rice. Yet this is not the case; Texas A&M is special because of its history and traditions. Not everyone buys into the traditions on-campus, but the choice is there for those that wish to do so.

DECREASE ACCEPTANCE RATES! Allow for improvements towards departments that are not sports related. Make it mandatory that each freshman has to live on campus and not have a parking pass. This will help decrease traffic to some extent within BCS, since Texas A&M is now on this path of accepting just about everyone that applies. There is no pride in getting an acceptance letter anymore.

Don't take good jobs and pensions from the citizens of College Station.

To the president, I ask that you not allow us to become Nazis on your watch. There is a strong right wing element to the former students that needs to be ignored or to have its objectives defeated. One, the Rudder Brigade seems bent on destroying the College of Liberal Arts for not being conservative enough. The Sul Ross Group seems bent on a backward look instead of focusing on how to capitalize on our current strengths to build a better future.

I have taught at other schools that had centralized advising. This usually did not work very well. Most went from centralized to departmental advising. Students, overall were much happier with departmental advising.

It's refreshing to see such a desire for change. Perhaps not all of this will come to pass, but A&M is a grizzly bear in sore need of a coat trim. For the current students' sake, I hope these recommendations are taken seriously.

Too many DEI offices across campus. Too much focus on DEI. Everything should simply be best candidate from the applicant pool based on meeting requirements of admission. Forcing diversity only causes divisiveness. A&M is a very open and accepting University. The comment about Aggie Culture being a problem comes from one who does not understand true Aggie Culture which is open and accepting. That comment comes from those who want to divide and push an agenda.

Make sure goals are focused on the blocking and tackling of education, not political winds. I see a number of very good recommendations, but we need to make sure the purpose is to elevate the student first by giving them the proper environment. The proper environment will allow faculty, research and staff to elevate as well.

Please actually talk to the visualization and former visualization students. I know this is supposed to be that, but seriously, go in person and ask for HONESTY. I recommend talking to [REDACTED], he is one of our best students, he has done more for the visualization program than most professors could dream of.

I did not read the entire review but scanned most of it. I was particularly concerned by the use of many buzz words in the report that are bantered about in much of the media today such as diversity, equity, race, etc. I hope TAMU stays away from putting too much emphasis on such "lightning rods" having to do with so much of the division within our country today. Just keep accepting those applicants that meet at least the minimum requirements but still aiming for

those at the top. Hold true to basic Texas and American principles as you have done over the years. Proud to be an Aggie. Thank you.

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President Banks, you have a unique opportunity to make a significant impact on the organizational effectiveness of the Texas A&M University System. This study has uncovered several deficiencies and provided some very good recommendations to fix them. However, some of the recommendations do not fit the culture and values of TAMU. We are not one of the East or West Coast universities that espouse liberal ideas and policies. Please remember our heritage and do not let us move to the left politically or scholastically.

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Please ensure Texas A&M does not endorse Critical Race Theory. Please do not be afraid to speak the truth and don't fear being cancelled. Texas A&M is special with its core values and principles and we should never be afraid to speak the truth and we need to be blind to the color of people's skin. Thank you for the opportunity to review and give feedback. May God Bless Texas A&M!

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In your high level SWOT analysis, the report states "Aggie culture presents a foundation of shared traditions and values that create a cohesive identity for students, staff, and faculty." Yet, the report goes on to on to list Aggie culture in both the Weaknesses and Threats sections. As a Alumna, it is the the Aggie culture and traditions of which I am most proud. My hope is that while we may continue to evolve the university to continue to provide the best education to our students, we don't see our history, tradition and culture as threats and weaknesses to overcome, but a strong foundation on which we continue to build the university. Our culture of excellence and conservatives values does not need to be, nor should it be, a hinderance to furthering diversity, which is what this report states.

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This seems like a lot of big changes and very little acknowledgement of what was working. Seems hard to believe a successful institution like A&M needs this much change and had so many inefficiencies. Centralization can be good but it can also lead to bureaucracy and whitewashing of what makes the individual colleges, departments, etc. great. I recommend the college of liberal arts join the University of Texas.

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I find Ms. M Katherine Banks has obviously been a classical academia paper pusher. Never worked for a real living. This centralized, socialist bull effluent tells it all. Thanks to our 40 years of governor appointees.

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This quote infuriated me: "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." Far from being a high-level weakness, the Aggie culture stands apart nationally and prevents Texas A&M from becoming a typical "higher education" institution. Values matter, culture matters. Higher education generally has strayed from being a marketplace of ideas to an indoctrination center for politically correct rhetoric. May Texas A&M NEVER become just another institution of higher education. May it forever remain distinctive and focused on values, service, and merit-based excellence.

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This is a very comprehensive, well written report that I hope will lead to change that will move TAMU further up the ladder of premier nationally recognized universities.

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Regarding the Diversity, Equity, and Inclusion initiatives: I believe the effort to include everyone is important. However, I strongly recommend changing the name/terminology. DEI is quickly becoming a divisive term. It has probably already lost its intended meaning, and I think it is going to get worse. I believe it would be smart to distance from that terminology. Outreach and welcoming everyone is great, and it can be done more effectively without using controversial words.

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I wholeheartedly agree with the recommendations of the report, and hope that President Banks and Directors have the courage to implement them even though they know that there will be many forces that will resist these changes. Some may even work to make it hard for them to succeed. When individuals won't accept and support new changes it may be necessary to enable them to find work elsewhere. It may be outside of the scope of this study, but I have and additional area that I am concerned about. In the past year I have been working with The Foundation and various Departments to identify areas I would be interested in supporting with monetary contributions. My interest has centered on work the school may be doing in "Environment and Sustainability". I have been very disappointed in activities identified to date. Aren't you worried the world may be passing us by? You may even need a Department of E & S. Good luck.

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It appears significant efficiencies can be created that will mean significant savings for the university to pass onto students or invest in new, better research and educational facilities. All routes to this end should be pursued.

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It's a serious shame that the executive summary of the findings of the report did not address the strength of Aggie culture, which must have been a strong positive point of feedback in the surveys. Instead, it touched on concerns about diversity, which is a political topic in our country. Specifically, it is a political perspective, which does not align with the

majority of Ags. A&M should select the finest students and faculty we can and not concern ourselves with woke initiatives, which lead to lawsuits, as that lesser school in Austin knows all too well. For students and faculty that want to prioritize quotas over substance, they have other options in Texas. To put a finer point on it, I will pull every dime I contribute and encourage all former students I know to do the same if A&M goes the way of t.u. politically. I doubt it will be hard to convince them. Kowtowing to political pressure was a serious mistake of our last female President and I hope our new president remains committed to A&M's culture of color blind, apolitical excellence. She has been very impressive so far and I look forward to seeing what the future holds for her tenure! Gig Em!

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For years I returned to A&M, both as a guest lecturer and as an advocate for hiring and supporting Aggies. Over the years, I've witnessed an ongoing erosion of focus towards the students and the "core values" that brought me to A&M in 1981. A&M's success in growth has also delivered unintended consequences, some of which have been captured in the report being reviewed. While the document provides some insights into areas of improvement, I believe it has missed equally important attributes that are structural elements of what makes A&M so unique. The current situation at A&M didn't occur overnight and will take considerable time and commitment to address. It is my hope that these issues can be fully vetted and addressed to return A&M back to core values, the most important being the students. Respectfully submitted - [REDACTED]

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I have worked for a community college for the last 21 years and am a former student. Registering Joshua for the 1st semester was really confusing as a parent.

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I have been away from A&M far too long to comprehend the details of this comprehensive report. From what I can understand, the report is quite well done and the recommendations seem relevant. However, the emphasis on centralization of functions merits a word of caution. Too often centralized organizations tend to take on a life of their own and forget their real "customers" -- the functional units they are supposed to serve.

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Virtually all of the recommendations in consultancy report seemed to be designed to destroy the culture at TAMU that has made it a unique university, to the detriment of students and the state of TX. Restructuring TAMU to be like other universities would be a disaster. The general theme of centralization fails to consider that it diminishes the influence of the stakeholders that each organization provides services to. I strongly oppose implementing the recommendations of this report.

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I really think A&M should look into the outcomes of the ETAM (Entry-to-a-Major) system for engineering as a whole. It's a system that requires students to apply to their majors after admission to the school to get into their desired engineering major. Fundamentally the system seems to be a huge negative to the students in engineering and I'm willing to bet data backs this up. Students hate this system's existence and want a better way for the college to admit students. I was one of the students eventually impacted by their negative ETAM results who had to transfer schools because they weren't allowed to study what they wanted. Overall this is driving capable engineering students away from A&M since they can't guarantee that they will be admitted to the school they want vs. going to UT where you're given the major you apply for as a first year. Please look into this more, it's extremely impactful to the future of the college of engineering and the outcome of future students.

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I support the new plan to move the money education center to the new division where they will be much better supported!

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In general, I feel like MGT Consulting and Martin+Crompton Group (M+CG) are just trying to make TAMU look like any other major politically left university today. However, the top of the list for Greatest Strengths of TAMU from those polled is the "Unique Aggie culture, core values, and traditions" which are founded in a politically more right major university than other options out there. I definitely agree that operationally speaking the university has gotten too big too fast and can be run much more efficiently. However, the many other suggestions to try to get more diverse people to the university that wouldn't like the culture and may even try to destroy it as well as trying to save/strengthen a bunch of anemic parts of the university like the liberal arts that aren't worth the ROI in the long run are horrible ideas to implement. It is ridiculous to try to force inclusion of people that don't want to be there in the first place and will only lead to the destruction of the values that TAMU has held strong to for so long just like every other institution that has fallen for this ploy from extremists. In fact, the recommendations go against what the polls showed that the university was also effective in "Commitment to diversity, equity, and inclusion" at the top of the list of all departments polled. It also feels like TAMU leadership is trying to pull a fast one by only giving a couple of weeks to read a 133 page report and respond before they start making decisions. If TAMU tries to become more liberal like other universities, then there will be no reason to go to this school over somewhere like the University of Texas (TU).

I love "my" university (TAMU). I graduated in 1989. Since then, it seems that access to campus as a whole to former students is limited to those that have the money to pay for certain perks. I used to be proud to walk my family around campus and show them the sights, but that has gotten much harder to do. I have become hesitant to take my friends/family to Midnight Yell because of the profanity that is commonly yelled by certain groups (in particular, fraternities). The point is, that TAMU is and has been losing its accessibility and innocence, some of the things that made this university what it is. Maybe instead of building another building or blocking another road, post people at access points to Midnight Yell to keep drunks out (I was vomited on by a guy on the level above me, because he was so drunk)! I'm appalled that beer is even sold in Kyle Field, but as with everything that's happening on campus, I guess it's just a game of money and keeping up with the Joneses. Sadness.

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The university as a whole has a problem with only hiring from within academia. The values that are disseminated is not a reflection of the world or the culture that A&M stands for. We need to remove those with communist/marxist ideals and return the school to its core values. Additionally, it's time to fill roles with some new blood. If you don't look for candidates with business experience, you'll continue to get nothing but an academia mindset...which is typically bloated and inefficient.

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I'm very excited about the elements of change being outlined in the plan. Of course, the "devil's in the details", and this will not be quick or easy. I do believe that the university leadership will need a very strong message about "why we're doing this", and they will absolutely need to communicate that message very consistently as these changes begin to roll out. Also, people respond to how they are measured, period. And even though the report mentions the need for strong Data and Analytics in many areas, defining the actual measures and metrics (values, timing, etc.) at an organizational unit level, and bringing them to life, will be critical to the success of this change. Ultimately, I love Texas A&M and I have great faith in our leadership that they can make this happen.

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Texas A&M University needs to be charged to adapt the progressive ideas. The school has been historically unwelcoming and needs to change. Academically, we need to be aligning with other major players. Traditions are burdens to the school. If the school is not adapting changes, it will just become another Texas Tech.

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I wish President Banks the best of luck. Her best chance to make necessary changes is now. She has the vision and strength to go through with the changes. That takes courage and conviction. Every Aggie will at least understand that!

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We are pleasantly surprised to be asked.

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I hope all of these recommendations are accepted by A&M because it sounds like they will help streamline processes to improve student and faculty experiences and create more robust work flows and degree programs. It sounds like it will help make A&M an even better university to attend and work for.

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Don't go woke! You'll go broke!

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I am not familiar enough with the University to provide meaningful commentary on these subjects, but I am proud to be a graduate of Texas A&M

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I generally agree with the report. My concern is with the overall vision of A&M's current leadership. I certainly want A&M to be an outstanding academic and research university, which is what I feel certain they want. But we are the only land grant institution in the state. We have to insure that we always first meet the land grant mission. It is the challenge of making sure our basic infrastructure and needs are met while also striving to lead in advancing our future needs and opportunities. I am a rancher. I heard one of our wise agricultural leaders, an A&M graduate, make this statement. "If you want to have maroon cotton developed, go to A&M. If you want to learn how to grow cotton, go to Texas Tech." As the state's only land grant institution, we either need to do both or turn some things over to those institutions that want to do the basic and historic land grant mission. I think A&M's vision should be this; to be the world leader in the knowledge and management of the world's natural resources.

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Thank God for President Banks and the opportunity to provide comments!

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Please keep the Core Values of Texas A&M University intact and do not change to be like other universities. The goal should be to be the absolute best, not to be like all the other universities who are controlled by politics. Texas A&M should be the University that all the others strive to be like. By merging all the departments into the same setup that these other universities use, TAMU will lose what makes it special and allow the watered down values and lower expectations to take over. Of course the University can make improvements in every department at every level. This should be an ongoing process at all times and not just because a consulting company comes in with dramatic changes



suggesting A&M become a "me too" system. This consulting company recommends Texas A&M University become like everyone else. Instead, TAMU should focus on becoming the Best of them all. This happens through striving to hire, retain, and graduate the Best of the Best and not by trying to meet some random "equity" bias charts. Merit is the key to being the top University in the world.

I am glad to see this exercise was taken on by the university. I have family members currently attending TAMU and a senior in high school that is currently applying to attend TAMU. My insight on some things that need to be addressed from these two individuals' experiences: 1. academic counselors are not responsive to senior level students 2. campus is crowded, classes are too large (acct class with 1500 kids), parking is an issue 3. acceptance to Texas A&M may not include acceptance to the Business or Engr schools (this is an issue that would make me choose another school over A&M) 4. there is too much focus on football/athletics on campus tours - needs to be more academic focused 5. There is no recruiting effort for potential students - I know demand is high for A&M but other schools recruit high school much better/hard than A&M does

Born and raised in Bryan in 1945. Stephen F. Austin class of '63; Texas A&M Class of '67. Now a resident of Fort Worth. Back then the largest building on campus was the white Administration Building at the front of campus. Glad to see it's still there. My mother worked there. Before air conditioning my alarm clock was the band stepping off to the War Hymn at 6:30 am practice. There was about a 8 mile drive, give or take, between the Bryan and College Station city limits on Hwy 6. On the other side of the south RR tracks was nothing except the the Vet School, the train Depot and Aggie Farms. That's where they grew veggies for Sabisa Hall but that's where we took our girlfriends parking. Looking at it today, y'all sure messed that up! Then, after the campus expanded south, you took out deer lease after deer lease! But it was good, solid growth because the greatest University on the globe gradually came to life. So, looking at the photo today, I don't think there is anything I can add to the facilities other than to say -- stay a step ahead of tu, and don't lose the "hominess" of the campus with "space-age looking" buildings and glass. Thanks for this opportunity and don't forget we old geezer Aggies from long ago. My memories are still fresh as can be of John David rambling down the sideline, the Texas Special (ask to see that), the robbery by the referee than waived off the Jim Willowby interception of a tu pass and saying he was out of the end zone ... The next day the Eagle photo showed him an easy 3 yards inside the end zone. That caused us a W over tu. I remember when we kissed out dates after first downs because touchdowns were few and far between in the mid 60's. And I saw live and in person when Miss Revile chased down the terrified TCU coach, who dared cut across the end zone to get to the press box with the band doing their half-time magic, leaping and biting the butt of the coach with fabric flapping as he ran. No apologies extended. The field belonged to the Aggie Band at half time. But they stopped Revile from roaming the playing field during the Band performance after that ... a tradition that needs to be reinstated, in my humble opinion. Then a great cheer would erupt by an crowd anticipating Revile's "ggift" after an excited Revile would circle the field looking for a place to relieve herself, finding it and leaving her "performance" on the field as a group of Fish rushed out with rake and pale to remove it before the teams took the field. Finally, I was there for the first class when women were allowed to attend IF they had a place off campus to live. It was a Speech Class instructed by the old "voice of Kyle", C.K. Esten. In a heavy New York accent: "Welcome football fans to Kyle Field, the Home of the Fightin' Texas Aggies" "In the Aggie Backfield .. Osborn, Taylor, Karoww and Padeeeeeeeee" And I believe that's where the first "Woop" occurred. Another time was when the Thanksgiving Day game played, (it might have been the game after the Kennedy assentation) when, before the game, tu brought out their "I'i Smokey " cannon, popped it off and their fans all went crazy. Suddenly the Corps started rolling out of the tunnel a very large cannon with a very long barrel and pushed it to mid-field. Maybe at least 50mm . There was guy riding it at the end of the barrel waving his hat like he was riding a bucking bronco. They fired that cannon off with the loudest sound I'd ever heard at the time. The smoke encompassed the bowl of Kyle Field, delaying the kick-off for what seemed like 30 minutes or so. From that time on I believe we fire a cannon after a touchdown -- a much smaller one, of course. But what a sight that was. Living in Fort Worth, I don't get to games anymore. And I miss it so. In summary, it's history and traditions are what makes it special, in my opinion. There's no place like it. Guys like me, and all before and after, have one thing in common -- we all bleed maroon blood, and many have spilled it in far away places. Never, ever forget those Aggies. And, lest I forget, the pride I have of receiving my degree in Marketing, influenced by the great Herb Thompson. Keep history and traditions at the forefront, keep and grow The Corps, figure out ways to expose the band (i/e, figure out a way to televise Midnight Yell and half times), don't hire "out there" professors who could care less about our precious history and traditions, keep politics and weird religions out of their teachings, don't give them tenure if they display these traits, and don't lose what made Aggieland great and keeps Aggieland unique. I'm sure this isn't what you were looking for, but I relish the opportunity to re-visit the greatest

years of my life. God bless you and Aggieland. You hold magic in your hands.

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I think we need to quit forcing growth of the university. It is bad for our reputation and bad for the local economy. I don't mind the university growing but let it be because of our excellence. Don't lower our standards just to let more people in. Find students that WANT to be Aggies. We don't need to be bigger than UCF, OSU, or UT; we just need to be better. The reason Aggies hire Aggies is because we have a common bond of excellence, integrity, leadership, loyalty, respect, and selfless service. Let that not be tarnished EVER.

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MGT is wrong to recommend centralized command. That's how the Feds operate and it fails miserably. The Marine Corps taught de-centralized command and things got done much better than the other services and the feds. DEI (Division, Exclusion, & Inequity) is marxist and should be abolished from TAMU. Just teach not to discriminate and provide equal opportunity.

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Having been in a grad program, I can see how decentralized the colleges and majors are in with relation to each other. My department was ran by a small group of mid-career male faculty. I think the other professors did not have the energy to argue with them with respect to department policy. As such, you have entire departments steam-rolled by a few people (usually older males with egos who were ok with confrontation). Department oversight is needed. It can help with undergrad curriculum and department culture. I can also see it helping early-career faculty, who may not fit with current department culture. DEI is such a hot-topic for Texas. Actually, everywhere now. I benefitted from DEI programs in college. Despite their support I still dropped out of my PhD program with a Masters. I think the greatest aid for retention and matriculation of underrepresented graduate students is ensuring they have mentors in their field. If my advisor was someone who wanted to help me, instead of being critical with no constructive feedback, I fully believe I would have excelled in research. Having a DEI mentor in each department who is a tenured professor (ideally) would result in increase matriculation of underrepresented grad students. I understand the expectation of grad students is research and publishing, but the students who performed the best were the ones with the right advisor. Early intervention of a mentor identifying lab culture issues and providing me options (e.g. "why don't you switch labs") would have greatly changed my life. This may not just be a DEI issue - just a grad student issue. As for helping underrepresented undergrad students, having the right outlets and clubs is crucial. Those are already provided and should be defended. Underrepresented student academic success is dependent on their grades, just like every other student. They should be able to identify resources on their own like everyone else. I think the big issue here is ensuring safety of diverse student populations and defending DEI organizations. At the very least, the university can at least denounce racist and antagonist activities on campus. Can you imagine being a student who grew up being a minority, achieved academic success in high school, then attended TAMU where you have fellow students who have barely seen minorities in their life oogling at you, thinking the worst of you? Can you then imagine googling your school's racial incidents and realizing that you may not be safe on campus? And then when you want some protections, safety, or comfort in the form of DEI programs or basic denouncement of these racial incidents on campus you are met with fiery pushback in the form of "... tradition.... no big deal ... if you don't like TAMU then don't go to the school ... over-reacting..."? Unfortunately, TAMU attracts people who really do not care about that. Good luck changing current, and especially alumni, perspectives when it comes to those issues. The best thing TAMU has going for it in that regard is that Texas and Aggie pride almost supersedes racism.

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Thank you for the opportunity to provide feedback. I am a former student, the parent of a current Aggie, and a permanent resident of College Station, so I feel connected to the university on many levels. I would like to express my emphatic support of using funds and other resources to improve Diversity, Equity, and Inclusion efforts and initiatives. I applaud past and current efforts in this area, but I believe that A&M has room to grow. By prioritizing DEI efforts and putting the resources behind short and long-term DEI goals, A&M can shake some of the stigma about the culture of A&M not being a place that values DEI. While diversity exists in both the faculty and student body, I'd like to see a stronger, more aggressive approach to the Inclusion portion of DEI in positions of leadership and decision-making. Thank you for the space to offer my feedback. Gig 'em!

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A lot of up front discussion about minorities and matching demographics of Texas. Why? Access to higher education should be about merit, not race. Most things I see these day about A&M show females and minorities. Few show your average white male or female. I think you are trying to reach out and connect with students of every background and position. Do you really want to lower your standards just to admit these more from these groups? Ask the student body about the football players. Ask them if they think those players are there for academic achievement or because they can play football. Then ask them if those players or athletes in general, have to meet the same conditions they do

in their college career. I think you will they perceive they are there for football and they get more breaks for anything that goes wrong than the average student. Is that what we want those groups to be thought of? I think every wants to know that they earned their spot in Aggieland, just like they cherish the milestone of getting their ring. I've spent time in the Middle East. The culture there is vastly different than ours. Be wary of the recommendation's about what our campus there should be. Be mindful of what they want, not what we think they want or should look like.

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After scanning the overall report, there is clearly a consistent theme of centralization across the board. Having been a part of the management team at a large aerospace corporation, I generally agree that centralizing functions to take advantage of synergies and commonalities within the various "business units" is the right thing to do. One lesson I learned is that each "business unit" must be incentivized to collaborate with the others vs. having an overriding incentive of success (however that is measured) within the unit itself. In other words, to use a swimming analogy, make the clear goal to win the meet, not just the race. On a separate note, and I did not see this directly addressed, I think that careful consideration should be given to the maintenance and upkeep of current facilities before taking on what seems to be the never-ending new facility construction. I'm sure there is a strategic balance between the two, at least optically, and the new facilities enhance university stature, research grants, and potentially enrollment. I'll defer to those whose job it is to understand those trade-offs but, let's not end up with a Cadillac sitting in front of a run-down shack. Finally, and I know this is a sensitive topic, but I'd like to address recruitment. Specifically, recruitment of the "underserved" and minorities. I believe that the pendulum has shifted from one extreme to the other on this issue and it needs to be gently maneuvered to the middle. My observation is that the current climate potentially discriminates against those who are not considered to be underserved or of a minority status. The time has come for universities and businesses to enroll/hire based strictly on capability and fit for the "job," not on socio-economic status. Thank you very much for the opportunity to be heard and I applaud your efforts to continue making Texas A&M University one of the foremost colleges in the world!

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The report is typical garbage on diversity and inclusion. Focus on high quality, high character people regardless of race/sex. Every time I see A&M in the news these days, it is negative (race baiter fabricates incident, gets caught, no punishment or the Anthropology department). What a joke you have allowed A&M to become. The state of Texas does not need another watered down, milquetoast woke university. If you want to continue going down that road, do it without me.

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Money Education Center: The Money Education Center is a great resource not only for current students, but for former students as well. This center helps with resources that Scholarships & Financial Aid cannot assist with. Students can learn about budgeting, managing money, credit cards, buying a car and much more. The Money Education Center has benefited me in many ways. As a college student whose parents were not big fans of credit cards, I as well, just never had one growing up. The center taught me about a credit score and the positive impacts a credit card can have for you through your journey of life. I immediately got a credit card after my Money Education center advising and decided to strive towards getting a great score and establishing my credit. After this discussion, I knew I needed to learn more about budgeting if I was going to have a credit card. The advisers were able to coach me on not only budgeting, but as well as monthly saving. Just after ONLY ONE short year of graduating college, I was able to take all the advise from the Money Education Center I learned and bought a brand new house just at the young age of 23. Just 5 months later, I bought my first car. There is no way I would have been able to concur this huge goal in life without learning the basics of budget, saving and establishing a credit line from the Money Education Center. We should be keeping this resource and venturing it out to students so they can learn money management that sometimes parents never teach their children about. Thank you so much Money Education Center for helping me achieve my financial goals!!

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I appreciate the University System for proceeding with this report. I'm hopeful that necessary changes will be made that, as a fanatical former student, encourage me to indoctrinate my children to attend A&M

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Overall most of the recommendations sound well guided to optimize university efficient and performance. As a former student (and one who actually did undergrad at another major university) I would like to say that what makes A&M truly unique is its culture and the quality of its people that thrive in this culture. The traditions it holds dear that stemmed from the military college framework has in my experienced continued to foster an environment where people could meet other high integrity people that they will have camaraderie with for a lifetime. In all decisions, I hope that this is a north star. Ten years after getting my graduate degree from A&M, all the core men and women in my life that I love and trust with anything are Aggies that I met while there. I hope that continuing to maintain an environment that fosters this serves as a North Star in all these decisions. I never want to see growth or change come at the cost of watering down these values and traditions because they are timeless.

As a working journalist, I am fully supportive of the proposal to create a department of journalism in the College of Arts and Sciences. The need to train journalists for our state and nation is huge and I believe that the presence of a journalism department could help with media literacy across the university. I am closely involved in the hiring of reporters and fellows for The Texas Tribune and, to be frank, most of the applications I receive from Texas A&M students and graduates are not very competitive. Our fellowship and entry-level positions draw scores -- sometimes hundreds -- of applicants from across the country. Candidates from A&M often lack the experience, clips and base of knowledge necessary to compete with students from other top universities in Texas and across the nation. The creation of a journalism department would be a great start. But the department must be done right. Students need training from and exposure to people who have recently spent time in modern newsrooms. They need to be encouraged to begin collecting clips and internship experience as soon as they enter school. And they shouldn't be bound by the old-school ways of doing a journalism education. For instance, I question whether it would be necessary to have a print track and a digital track. Nearly all print journalism outlets prioritize digital journalism these days. So how would these two tracks differ? That said, I'm very encouraged to see such a venture proposed. If there's anything I can do to help, please let me know.

If Texas A&M wants to do medical research, they have to be willing to accept some risk that is inherent to medical research. A forward looking plan is needed to mitigate the potential risks, but still understand that there will be risks. If the VPR is not willing to accept any risks, then medical research will not be successful. After working at Texas A&M, I have coined a term called "That Guy Syndrome." Another words no one wants to be "that guy" who is singled out as the scapegoat. The administration needs to have proactive plan on how to support research in areas that are controversial such as animal research for the advancement of medicine. Also, processes need to be in place which allow a more rapid progression of research in medicine. Academic policies and procedures typically do not transfer over well into the medical field due to significant malalignment of goals.

The fact that this is being shared with all Former Students says it all. Thanks for listening - Gig'em!!

The Corps of Cadets' influence impinges upon the university's ability to attain greatness.

The thrust of much of this report seems to be toward centralization, which I am ambivalent about. There are pros and cons to centralization. It may help with efficiency and alignment, but the tradeoff is that it tends to lead to more bureaucratic red tape, and make it more difficult to get things done. My fear would be that the administrative functions of the university become more sclerotic from this change.

The executive summary reads as if a company was hired that has admirable, broad knowledge across the academic market, but relatively little knowledge of the wonderful, unique, community at Texas A&M. There is no mention of steps to maximize student loyalty to A&M, the spirit of the student body, how to reinforce the guidance of the Aggie Code of Honor to create citizens of high moral character, or the absolutely fantastic marketing opportunities that the Spirit of the 12th man can provide to the university if the Spirit is maintained. Whatever you do, don't make A&M into just another big school. It is so much more than that and if you are not careful, you will reorganize the Spirit right out of Aggieland. I recognize that the System is a very large business and that actions must happen to make sure it runs efficiently. Most of the recommendations make sense and are a testament to the expertise of the consulting company. But if you don't revisit these recommendations with a lens on the Spirit of Aggieland, you will miss a golden opportunity to make changes that drive efficiency AND loyalty. For context, I am a former student and have two children enrolled as undergrads at A&M College Station currently. I've provided a few other points in the other sections of this form. Good luck and thank you for the opportunity to provide feedback. You hold a very special place in the world, Aggieland, in your hands. So be very discerning with the actions you take.

Are the folks that did the MGT report aware of the football teams entrance song at Kyle Field. Laced with MF-Bombs and the N-word? TAMU...The Great Pretender?

This seems like a thorough and necessary report. My guess is that a Transformation Office would take the helm of implementing changes. It's a tall order, but my perspective is that if TAMU would dig into these things, that the organization would become leaner and more effective in reaching its goals and serving its purpose. I hope to see some changes take shape, and for Texas A&M to reach even higher than its already great status! It does seem like there is quite a lot of room to grow, but it may start with deep culture change, moving more towards a leaner commercial business model as opposed to larger, slower-moving government mindset. If someone can crack the code on that, then lookout for an absolutely incredible University.

The student population needs to be reduced in order to retain the academic integrity of our university.

Less than 5% of surveyed members actually responded. How can the University expect to implement sweeping changes based on what can only be described as an inconclusive data set?

I did not read the report in depth, but tried to hit the high points. I'm amazed that I could grasp the consultants recommendations, but the report was easy to follow and logical. It sounds like TAMU has grown from 18,000 students when I left to 75,000 students today, and retained the 1972 organizational structure. Good luck with the needed changes.

We seem to only be worried about inclusivity, and concern for everyone's feelings, in one direction. Making people of a liberal mindset feel better, and are willing to ignore the feelings of the students with a more conservative view of life. The company that provided this report seems to be pushing for the University to not seek the middle, but to push way to left in competition with u.t. which is beyond being more inclusive, it is being exclusive of those with a conservative mindset. Please explain how those viewpoints are less important to our society.

Not sure what happens to COEHD. Consultant appears to be fixated on race. However, excellent, thorough review and analysis. TAMU must continually review its performance, consider consolidation where it makes sense, and make the hard decisions to keep us at the top.

Thanks for the opportunity to give input. Texas A&M is not like other universities and that's a good thing. Hire the best faculty and enroll the best students.

DO NOT abandon the traditions and Aggie culture that has made Texas A&M a great and unique university (i.e. Corps of Cadets, 12th Man, Aggie Muster, etc.) in order to conform to the 'woke' agenda and political correctness, an agenda that seeks to destroy rather than build future leaders. DO NOT employ American Marxist faculty or staff whose mission it is to destroy America, its Constitution, and the very Liberty and Freedoms Texas A&M has stood for and fought for, for over 150 years. DO NOT abandon teaching TRUTH instead of political correctness. In fact, the leadership of TAMU MUST purge those who value their political ideology and agenda over TRUTH! DO NOT succumb to the radical political correctness of the day, but rather stand true to the values and morals that has made A&M a trustworthy, respected, and esteemed institution of higher learning. Forsaking any of these core institutional attributes and A&M will become just like all the other formerly venerated universities that have forsaken their American values, principles, and traditions.

The report is comprehensive and a good starting point for making changes. However, it is missing peer review metrics in terms of \$ spent per student per academic year, as an example. Such metrics are needed in combination with this descriptive report to make good decisions. Thank you for sharing the report.

I realize it is important for universities to grow. My greatest fear however is that during that process, we will lose the uniqueness of Aggieland. Make sure that new staff is aware of the traditions and what the traditions mean to the school. Thanks.

Represent the core values of your state and local community. Not the values of other academic institutions. We are a unique school in a landscape of higher education that is trying to outpace each other. This report reflects on what we need to do to look like other higher learning institutions. I think we should continue to focus on what makes A&M stand-out and offer a refreshing alternative to what is "normal" on college campuses today.

More "centralization" is always the proposed solution. Decentralized structures are always viewed as inefficient. This is arrogance at a very high level. Decentralized structures provide diversity of solutions and local control of resources allowing for more innovation and responsiveness to local needs. Centralization is the solution of socialism which fails every single time it is tried anywhere in the world. Hiring law abiding people and allowing them to work in a distributed system has always been the most helpful system for the most people.

A search indicated the word "Sustainability" is only included three times in the 100+ page report. Wow.... It is barely on the radar screen; and Sustainability is the defining issue of the 21st Century for the human race..... The president and direct-reports should be shining role-models for Sustainability. Are they all driving zero-emission battery-electric-vehicles (BEVs)? Have they all included Sustainability projects in their planning and budgets? Global Warming is real, and deadly. If A&M leads in Sustainability, 100 other universities will follow.

Everything looks good.

The analysis is great to help devise a plan and course of action. Please don't forget to ensure there is a project management team that has a committee of leaders who report to them about progress being made on actually

implementing these changes. Nothing worse than building buy in, agreeing on these action steps then everything dying in committee or running grossly behind in the implementation calendar.

In the appendix, there was a comment about a negative influence from an all male military unit. Why was that comment made? That is an unfair biased statement. The Corp of Cadets is not all male anymore and hasn't been for many years. The Corp of Cadets has some of the highest standards for education excellence and leadership.

1. The university is not a manufacturing plant. Students are individuals, and true diversity demands that they be treated as such. Diversity isn't the political abstractions of race, gender, or economic class. Centralization of authority, "process standardization and control"... all enemies of diversity. If you "ISO 9001" the university, it will cost a fortune and result in misery. 2. I remember when distributed management and pushing authority to the lowest possible levels was considered to be the most efficient and most agile way to organize an enterprise. That's because it is. 3. Outsource Sbis? Hey, if people want McDonald's (standardized, process controlled, and mediocre) - that's right across the street from Zachry. Texas A&M isn't Dell Computer. 4. I remember engineering students wringing their hands in 1975, wondering why we didn't have more women engineers. They are still wringing their hands. It isn't because the guys didn't want women in Zachry. Trust me!!! Some things lie outside of the bounds of the university. 4. Consultants have no stake in outcomes. 5. Consultants have no stake in outcomes.

Organization usually follows, vision mission and strategic plan. This puts the cart before the horse unless the drivetrain is to reduce costs. If excellence is the driver it argues against the merger of Scorned, Geosciences and LA. Suggest you drive deeper in to UCB which sets the bar.

There are very few that I disagree with on this. Having been a student during COVID, this level of organization would have made life as a zoom university student much easier. It was hard knowing what I needed to do, who I needed to contact, or how I needed to go about different things because many things were not where you would think they should be.

133 page report on consolidation and operational efficiency improvements (more \$\$\$), nothing focused on improving student experience and time at TAMU. Product should be the best experience for students, maybe more focus should be paid to that instead of rearranging groups to save money.

The recommended changes sound reasonable, but make at net zero cost to the budget. Don't create new offices and positions unless you can fund them through cost-savings from closing offices and positions.

The thing that really bugs me is that the report conveys the University's conservative heritage as being a threat generally and specifically to DEI. That is not a threat, but a strength. The University can and should promote DEI and many other great improvements without giving in to liberal lunacy.

I received a BS in ME in 1963 and an MBA in 1974 from Texas A&M. Further I was commissioned as a 2nd Lt in the Army and served two years between November '63 and November '65. I am now 80 years old and worked in industry for over 35 years and retired in April 2000 and have had a consulting business since then. I want to thank A&M for the education and training that allowed me to achieve all that I did. The education was invaluable but in retrospect I can unequivocally tell you that the lifetime values imparted upon me by the Aggie culture were as equally important to my success as the education. Values of character, loyalty, pride, commitment, patriotism, hard work and the spirit to never quit are not taught but learned at Texas A&M. Further I understand times have changed, but there are some universal principles that should not be lost as we move on and I hope you keep in mind the tremendous value of these traits for an individual. My best wishes in your tenure I know you will do a great job. Best regards, [REDACTED] '63 and '74

In the survey analysis on page 92, faculty and staff say "refocus Aggie culture" is of importance. I am curious about this when on page 91 Aggie Culture is listed as by FAR the greatest strength of TAMU. I hope that staff and faculty are HIGHLY encouraged to support the things that make Texas A&M stand out from any other school in the nation.

The list of recommendations is daunting. If I counted correctly, there were 43 recommendations in the report, most of which represented significant, meaningful changes. Several things come to mind when embarking on such a massive change effort of implementing 43 substantial recommendations: 1. The risk of moving too fast and spreading employees too thin. There was no mention of a timetable to implement these changes. However, the risk of having such a large number of initiatives is that the organization tries to accomplish all of the initiatives concurrently and spreads themselves so thin that the initiatives last forever, none of them get completed well, and over time, the organization reverts back to its prior state. This is sometimes referred to as "initiative fatigue." These initiatives should be prioritized, so the highest priority initiatives get completed first. The initiatives should also be paced so that a small number of initiatives get started and get done before the next (small) wave of initiatives begins. 2. Change management.

There is a huge human element embedded in these 43 recommendations that needs to be effectively managed, or the large majority of the 43 recommendations will not succeed. Particular attention needs to be given to change management, i.e. the "people side" of these recommendations. Perhaps professional change leadership should be employed to help coach and guide the organization throughout this entire change process. 3. Project management. Each of these 43 initiatives is a project, and the large majority warrant being managed as projects. The initiatives should be initiated, planned and monitored/controlled as projects: - Who will define and monitor/control each plan at the detailed task level? - How will success for each project be defined? How will success be measured? How will ongoing performance be assessed? - When will an initiative complete? How will we know that it is done? - How quickly can each project be completed, or how slowly do we need to intentionally move so that we bring the people along with the change? - What resources will we commit to each project? What is the priority of these people's project work vs. their other duties? - What are the assumptions that we have as we launch each project? How will we validate those assumptions, and how do we modify our plans when we encounter an incorrect initial assumption? - How do we manage change throughout each project? - What are the risks for each project and how will we actively manage those risks to ensure successful completion of each project? I was disappointed to see the SWOT analyses presented as simply 4 separate lists. The true value of a SWOT comes in answering the question, "Now that we have detailed our strengths, weaknesses, opportunities and threats, how are we going to harness this information to produce value?" - How can we use our strengths to maximize our opportunities? - How can we leverage our strengths to minimize threats? - How can we leverage our opportunities to minimize our weaknesses? and - What strategies can we develop that minimize our weaknesses and avoid our threats? I think some additional evaluation should be completed with the SWOT analyses to answer these questions.

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While A&M changes for the future, it is vital to keep our identity. Inclusiveness, security and more liberal arts are essential, but not as a means to make us like all other universities. I implore you to always keep that in mind with every decision.

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I'm pleased that TAMU espouses a conservative culture and Christian principles from which this country was formed. I believe a concerted effort is needed to resist the systematic academic liberalization of American universities which began largely in the 20th century. Toward that end I would like to see a foundation of principle shared with each new student that refutes socialist pressures being promulgated in public education nationwide, with an evidentiary and fact-based logical underpinning. A proof-based approach should be used in whatever format this introduction, or educational endeavor takes. I believe that it is critical that our future leaders are taught truth, and that the future survival of our nation depends on it.

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Texas A&M is unique in providing a high level Academic and professional development that few, if any, are comparable. A&M should concentrate on its past core values and not attempt to be like every other college. It is not broken- do not try and fix it.

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What a surprise. Outsiders do a review of Texas A&M and trash it's culture and traditions. I stopped giving when y'all stopped defending our culture and traditions. Maybe my donations are not much, but lots of Ags have done the same. Not bad overall, but please explain how our history and traditions are SO VALUABLE on the one hand, yet SO TOXIC on the other? Those traditions are what differentiate TAMU from literally every other, unremarkable McDonalds of a university. For that reason, I strongly urge you to redline / ignore that portion of this report.

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This report is out of touch. There seems to be no understanding of the university culture, let alone the individual identities of each college. I'd be highly worried for the future of the university if this report is followed.

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The single worst feedback/questionnaire I've ever seen. If the President of A&M put this together, or approved of this going out, she should be fired. Administrators and "professors" should have very little input as to the direction of the university unless they have graduated from the school and understand the history and the culture of the school. Administrators of almost every organization, particularly academics institutions, are worthless. They cause more issues than solving problems. Just stay out of the way would be my advice.

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I appreciate the transparency and the matter-of-fact analysis. I think that the majority of the recommendations are warranted; however, it would appear (from an outsider's perspective) that the key recommendations of decentralizing the Provost's office might be necessary to implement a fair amount of such recommendations.

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Ensure the conservative values of Aggieland are held true, while allowing and promoting diversity is a thin line. I pray that we continue to search the Word for guidance, without sacrificing morals for the prevailing culture of the day.

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Covid is real, it's time to do something about it.

I found several statements in the SWOT Analysis section very offensive: "Perception that TAMU history and culture have negatively impacted student body diversity. The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." TAMU has a proud military heritage. It sets the University apart from all other major universities. As a Naval Academy graduate, I am offended that having a military component somehow "impinges upon the culture of education." The last I checked, all the military academies and the TAMU Corps of Cadets have women and minorities as Midshipmen/Cadets. "TAMU has historically been conservative and slow to change regarding diversity issues. Fish Camp is an example of this—there is a lack of control over the content of the camp. The challenges of polarized politics have the potential to threaten core values." I am also offended that because the University (and to a large extent, Texas) is conservative somehow affects diversity. If the University sets standards for admission that are the same, regardless of race, gender, or other attributes, and does not discriminate based on any of those qualities for admission, then the University is doing what it should do as a public funded school. There is a big difference between "equity" (equal outcome regardless of qualifications) and "equality of opportunity." Texas A&M is unique among all Universities. Don't ruin it and make it another Harvard or Yale. [REDACTED]

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Proud to be a part of the Aggie community. Keep up the great work.

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Your request for comments is total bull shit. We do not want A & M to become another tu. Your request for feedback is so shallow.

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Any time you centralize control within 1 office, it can lead to disaster later regardless of the original intent. There must be checks and balances on the office of the president to prevent abuse of power and to ensure that dissenting voices are heard and heeded.

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Stop wasting money. You don't need to hire people to conduct research to see that TAMU is overburdened with bureaucracy. You also don't need them to explain half the stuff that the report went over, you could have just asked former students and faculty. This entire report was a waste of money. Just by being a leader TAMU could have found this information out, but instead someone decide to pay money for it and not do the leg work themselves. Formulating the questions and digging into this stuff takes no work at all, with as many VPs and bureaucratic superlatives as TAMU has it should have been easy to find someone to do this on their own. Alternatively, stop hiring managers. Hire leaders, the things that TAMU used to claim it produced. There's a difference between the two, managers don't want to acknowledge the difference. If you preach and support what makes TAMU different from UT then you won't need to invest as heavily into marketing. As it is, they seem to be becoming the exact same school except with different uniforms. I'm fairly certain this won't get read or acknowledged, which is fine. There's a lot of stuff to go through with this survey being sent out to so many people. Please get Aggies back to the military, it's where they're the best, not boardrooms. TAMU can create good combat leaders, it's what the school used to excel at. I haven't seen any TAMU grads in uniform for some time though, even near the top of the food chain in special operations.

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Many of these recommendations appear to push decisions up to the president's office. This is likely to cause even more delays in decisions and increase faculty frustration with administration. The university should aggressively work to reduce the size of administration to streamline the university and give professors more freedom.

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It is a historic fact that the more an organization grows, the more "the organization" becomes the focus of the organization. The clearest product of this report is a reiteration of that historic fact, and the notion that a right handed person can be taught to be left handed if the correct organizational structure can be developed. These two major premises pre-determine the conclusions of this report. A&M is not famous for its organizational structure, the number of faculty nobel laureates, the number of buildings or campuses. It's famous for the quality, utility, and consistency of its graduates. Historically, A&M did not produce these graduates, it found them. It found them in precisely the same way Army Rangers and Navy Seals are found: through strenuous testing which, in this case, was the Aggie Experience....many tried....few succeeded. What makes a world class forester is completely different from what makes world class engineers, medical doctors, veterinarians, computer programmers, or teachers. You don't produce/find them by focusing on centralization and "transparency". You produce them by decentralizing everything you can and shaping your organization compartments around those different needs. That's the currency you are expending to produce what you are now becoming. Now feel free to ignore that and go on with what you are doing.

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In general the report is well written with compelling arguments for its recommendations. However, it has some points that have much weaker/vaguer justifications. The strength of the rest of the report makes those sections worrying.



The report was very nice and thank you for sharing. I would like to comment on the university system. My hope is that in the future the TAMU University system will take more care of its less endowed campuses. Some are in need of care for both its students and the physical structures. How could such a great school system ignore their namesakes? Please share the pride. Thanks for listening! [REDACTED] '86

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Howdy, I'm class of '03, biochemistry major. I served in class council, and participated in Aggie Bonfire the year it fell. I went on to medical school and have been a family physician for 11 years. While at A&M, I remember the "Vision 2020" initiative. Among other things, it was a focus on improving diversity and inclusion at our university. As a white student, I did not see the value then, and the university did not do much to change my mind- truly I do not recall much more than seeing a poster. I wish the university had done more. I was blind, ignorant, and did not come away enlightened in that regard. I was content with a homogenous setting and had no idea what I was missing. As I've become more open minded, I learned of the sordid past of Sul Ross as a General in the Confederate army. I cringe to think of sending my kids to a university where he is still revered with a statue and traditions of wishing on his foot like some kind of god. I hope the university will consider looking at the A&M experience from a person of color's perspective. They don't want to go to A&M- why is that?

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I disagree with the recommendation to add or expand liberal arts degrees, facilities etc. Students who pursue education in such areas will rarely learn a skill with which they can support themselves. It is a waste of time and money to add the human and physical infrastructure for the University to pursue this recommendation. I think it would be a good recommendation for a California school but not for Texas. Maybe Nancy Pelosi, Chuck Schumer and Joe Biden will put this in their proposed legislation.

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The overall theme of centralization is presented well in theory, but I am skeptical about the true impact from predominantly restructuring bureaucratic roles. Also, while most suggestions presented seem sound enough as presented, the call for centralization from a review of central offices deserves an appreciable amount of skepticism. Many points feel like the review was an exercise in finding exactly what was being looked for. Further to this point, the process and reasoning behind peer institution comparisons comes off as almost cherry picked and lacking the transparency mentioned as a large concern. Again, this is not to say the proposed measures are wrong, but it feels like a lot of detail is being overlooked. The primary point of opposition I want to reiterate is the consideration of benefits from the current "decentralized" operation that can be retained or improved with structural changes, where a due process for personnel input should be considered in every case. The only other point I want to emphasize is that TAMU has a cultural identity crisis- as shown by survey responses- that needs further investigation for meaningful outcomes. If nearly every department values DEI and claims relative success compared to other issues while faculty and staff report an abysmal DEI in a measure of university strengths, there's a massive issue of hollow practices. I would propose the very identity of Aggie culture- not necessarily the Merriam-Webster definitions of core values that many and most other top-tier institutions share- is a direct cause of DEI disparity. At an extreme, the university can continue a legacy of self-serving generations of Aggie families or can adapt toward diversity and inclusion of the greater population. I would urge consideration of the threats outlined in the High-Level SWOT Analysis for the severity of this issue.

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Change is hard but especially with a university with so many traditions and high expectations. If Texas A&M does not change it will fail as a leader and to its students.

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Any time I see "DEI" I cringe. What is sold as being "compassionate and caring" is instead inherently racist, elevating some groups above others based on immutable characteristics. While I wholeheartedly support equality of opportunity, at the end of the day, higher education should be a meritocracy, just like sports, business, etc. I want the best possible students at Texas A&M, no matter where they are from or what they look like, and whether our student body percentages line up perfectly with overall demographic numbers or not. I don't care if our black enrollment is 3.7% or 37% or 73%, I just want the best students at A&M. Lastly, I was quite surprised to see nothing in the report about the rate of growth in enrollment. It doesn't take much to see that the infrastructure of College Station and A&M is not expanding quickly enough to handle the ever-increasing amount of students on campus. I get that more students equals more revenue and more alumni to provide donations, but growing this quickly is detrimental to the student experience (not having a parking spot to class, trying to enroll in classes, traffic congestion (on foot or wheels), etc.). I'd like to see a temporary cap on enrollment to allow the infrastructure to catch up and be able to support a fantastic experience for all current and future Aggies.

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This report did not provide for any recommendation around the supply chain for the TAMU system. Think of this in terms of supplies, software, equipment, and other items that can have synergies when purchased in bulk.

The overarching theme in this study is centralization. I am for centralization if it is able to successfully cut the deadwood from the branches to allow the tree to grow. To consolidate to create fewer but more powerful positions is a recipe for failure. I have seen many institutions and companies fail because of the creation of powerful fiefdoms at the hands of ineffective/petty leadership. The leadership, from top to bottom, must be there to make their departments more efficient while recognizing the efforts of everyone in their department. Cross-training, as suggested in the report, is a fantastic way of insuring a more cohesive department while keeping the employees learning and growing more proficiently. Moral is key. Everyone's input is as valuable as the next. Each manager must be training their underlings to be able to take a management position if that is the employee's goal. An assistant should be able to step into a manager's position as seamlessly as possible. Like in a restaurant, the owner has to be able to cook, wait tables, and wash the dishes beyond the typical management duties. If the owner cannot or is not willing to step into those roles, the organization will fail.

This report was comprehensive and MGT did a good job in my view. I also appreciate the use of "impinge" in the SWOT analysis. I hope many of these changes are implemented. They make operational sense and many financial changes seem to be good for the future of the University.

Keep TAMU as a conservative alternative for those who don't want to go to TU

Get better at social and mental disability inclusiveness. You make it prohibitively difficult to receive accommodation, and the stigma added onto that usually makes it not worth the effort. This combined with overworked counselling staff contributes to drop out, failure, and suicide rates among students.

I was a student majoring in Journalism in the class of 1969 and believe that Texas A&M needs to have a journalism major to provide the background and principles needed in today's world for journalists. I was the sports editor of The Battalion and was the only student to win a first place in AP awards as a senior. The education I received was superb with outstanding teachers who helped me fashion a 40-year career in journalism.

NO FUTURE TAMU COLLABORATION WITH COMMUNIST OR OTHER UNFRIENDLY ENTITIES OR THEIR STUDENTS AND SCIENTISTS. I was extremely disappointed to see past headlines about this.

Please ensure we maintain the values that have made our university great. There is no place in TAMU education for Critical Race Theory or any other support that undermines the US and Texas constitutions. Thanks for the opportunity to comment.

As a Former Student of Texas A&M University School of Journalism, I am ecstatic to hear the re-opening of the school of Journalism on the campus of A&M. As stated by the American Press Institute, the purpose of journalism is to provide citizens with the information they need to make the best possible decisions about their lives, their communities, their societies, and their governments. Journalism holds the key of knowledge and information that stems from so many angles like a tree. It's a true honor to have such a program on campuses of higher learning. Looking forward to it's return.

I have not replied previously. I will try to reply more often in the future.

I think we need a comprehensive architectural image for all of our new buildings and any renovation.

Any move taking TAMU toward Leftist, Communist, Socialist, and totalitarian thought destroys the proud military, agricultural, and engineering foundation on which the university was formed. Discontinuation of the School of Liberal Arts would be a positive move toward restoration of a university that belongs in the constitutional Republic of Texas.

Do you really trust a consulting firm that doesn't know the difference between i.e. and e.g (page 5, Executive summary)?

None

I am concerned about "over centralization" of many functions at the University. I agree in theory about streamlining effectiveness, and minimizing waste in the daily operation of TAMU. Real life experience has shown me that while a strong central control mechanism does have merit, it also can squash creativity and motivation. I feel that the over "corporatization", (such as depending upon metrics or formulas to guide) of many of the activities mentioned in the report could have a negative effect. I would caution in adopting a program that worked somewhere else. TAMU is a unique place and may fail to thrive if central control is too extreme. I believe that diversity is a good thing. However, I am against following a formula or mandate to achieve it. Let's consider everyone equal and give preference to the smartest, and most talented, period.

"25 by 25" both lowers standards and crowds the campus. There are no "all male military components". There are no current barriers to diversity at A&M, but equity initiatives often create barriers. Traditions are what make aggie land a special place, and are vital to our success. I will not donate to A&M if many of these changes are made. I do think that the college of arts and sciences, as well as unifying the library are good ideas.

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Despite having fairly clear goals, the University seems to have lost its way. It was founded as and is still a State of Texas University and not a private school or research company. The School should return to admitting the top 25% of Texas high school graduate. The university should focus more on educating Texas students and less on international and research. The true goal of the university should not be to be a global or top ranked university but rather to provide the best possible education for Texas students at the most reasonable price.

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Please do not disregard traditions. They are what gives TAMU distinction. Way more so than the individuals who come and go.

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I have been away and not very involved since 1967 so I am in no position to make judgment on most of the questions asked.

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I wish that this President had been appointed when I was a student. Any student coming in with a female leader in charge, one who implements an inquiry by an external panel AND makes it public, shows no fear in sharing that while TAMU has many good qualities, there is much to improve and here is how it can be done. Transparency is very important. Thanks for sharing.

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Appendix 1: Survey Analysis Less than 50% of juniors, seniors, and graduate students think TAMU is heading in the right direction. Hardly a ringing endorsement. Why? Less than 50% of former students think TAMU is heading in the right direction. Why? Less than 30% of faculty see TAMU's priority is to student success. Shocking. Why is it so low? How do you address that? See my comment about the Money Education Center. Why would a student be prepared to "face debt" when the faculty thinks success is not a priority of the university? Diverse and inclusive environment. Why should the faculty consider this as a priority. Again, demographic balance should not be a "goal". The faculty needs to focus on their paying customers i.e. the students. If you build it they will come. Importance of Texas A&M Elements to Student Success - I heartily agree with the faculty's assessment list except for "equitable access to education". That should read "merit based access to education" particularly in the university environment. K - 12 should emphasize equitable access to high quality education. Conclusion: The study has some good points but it is disappointing that the focus of the study was on the structure of the university first. The study should have started with finding out what parents think about the quality of the children's education, employers evaluation of the quality of the graduates, the spiraling costs to the students and having to face debt (actually long term debt), students spending their time and money on degrees with no future were all missing. If your goal is to keep Texas A&M relevant more soul searching must be done by the administration.

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There are many reasons that I remain proud to be a former student. The Administration of the university is not one of them.

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In general, I appreciate the transparency of information being shared with the public. I'm not sure if this interview/survey process during a president transition and subsequent dissemination of information has been done before, but it is well-received from my perspective.

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This is a great start; I applaud you for working to improve the future of the University.

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It appears that the report is determined to cram DEI down the throat of the university. Cracks me up that a comment was made as to not have control of content of Fish Camp. I guess Texas A&M will go down the same path to wokeness that all universities are headed/have gone. What a shame.

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This report contains a comprehensive list of suggested improvements. I am sure this information will be prioritized and handled in stages. The report authors seem to suggest STEM focus and historical tradition has held back the university from better serving and recruiting students in other areas. I agree with some aspects of that perspective, but the suggested actions seem to push further past the point where I feel change is necessary. Reorganization appears to be merited. However, the degree of expansion proposed feels like an over-extension of resources.

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Lets reduce the size of the student population to a manageable one!

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In general, the suggestions within this report seem to have a different target audience than a former student. If you feel org charts need to be reviewed and revised, that is not particularly impactful for me. And I don't feel I can add much value to that part of the conversation. However, I think it is okay to decide that you will not have to be the best in every

category to be a success. I am proud of my degree in Microbiology and my MBA from A&M, even though those are necessarily what A&M is known for. I'm happy when Mays school is recognized, but I don't have to hang my hat on that. I went to A&M, and that, all by itself, is what I am proud of.

Where is any discussion on the School of Business in the academic section? In my day it fell under Liberal Arts, but it was not specifically mentioned here, or I overlooked it in your 4 major categories.

Reference: APPENDIX 2: SWOT ANALYSIS Threats • Lack of faculty diversity and poor retention of diverse faculty members both at the university and department levels. • University climate not always welcoming, particularly to diverse faculty, staff, and students. Enrollment of diverse students, particularly African Americans, is low. Student and faculty populations do not reflect the state population. • Perception that TAMU history and culture have negatively impacted student body diversity. TAMU has historically been conservative and slow to change regarding diversity issues. FishCamp is an example of this—there is a lack of control over the content of the camp. The challenge of polarized politics have the potential to threaten core values. ? Item 1 ...”Student and faculty populations do not reflect the state population.” Feedback #1: See below. Why are we not just as concerned about under represented ethnic groups in other parts of TAMU. Didn’t see that in the report. It appears we only use race statistics to support one particular philosophy, group or political agenda. Therefore, shouldn’t we also have just as much attention paid to the “diversity” of our sports teams that also reflects the population of Texas? Texas population by race: White 73.9% Black 12.13% Other 5.82% TAMU football roster from university website: White 41% Black 56% Other 3% TAMU men’s basketball roster from university website: White 17.6% Black 82.4% Item 2 ...” Perception that TAMU history and culture have negatively impacted student body diversity. TAMU has historically been conservative and slow to change regarding diversity issues. ” Feedback #2: So what! Has anyone ever heard of “Aggie traditions”? Every potential college student has a CHOICE. If they don’t like TAMU, go to another university. Why do we have to change our core values. Should we not be asking potential students to embrace ours? Is growth ALWAYS a good thing?

Thanks for doing this! It’s been eons since stodgy old A&M looked for new ways to do things. Maybe we can start setting precedence rather than being decades behind.

In regards to COVID precautions, all positive cases should be treated equally, whether vaccinated or unvaccinated. If you are allowed to be on campus if you are vaccinated with a positive case of COVID with no symptoms with a mask , you should be able to do the same as an unvaccinated person as long as you have no symptoms. This is an undue punishment to students and their college career for making a personal choice for their COVID vaccination status.

None

I am still deeply disappointed by the university's official statement on Sullivan Ross. Sully is a landmark historical figure on Texas A&M's campus, but he is a historical figure, and therefore far more complicated than a statue can express without context. I urge the university again to craft a more historically accurate and inclusive account of Sully as a historical and historic figure in Texas A&M's history.

Thanks for inviting us into the process, although cumbersome at times I'm sure, it will help in the long run through any change. Above all I hope we create a best in class university, unique to our strengths and core values that sets us apart from the typical university.

This is a very organized report with specific recommendations. Well done.

Please do more to integrate the Galveston campus. It still has plenty of untapped potential.

Every org chart expanded while centralizing functions. This may make oversight difficult. It can also make responsiveness slow.

Generally agree with report. Caution university against allowing students/faculty to incorporate "woke" cultural views. Diversity is great and valuable overall, but culture should not be sacrificed to placate the vocal minority. Every degree program should have an ethics class required for graduation, and it should be a senior-level course.

I disagree with the report’s major finding that the university’s decentralized operational structure is the primary cause of ineffective use of talent and resources, and that the report’s recommendation for expanding the role of the President’s office and centralizing five major units will effectively increase the effective use of talent and resources. Centralization generally results in less efficient service to those to be served, and an increase in complex bureaucratic systems. Nowhere in the report did I see any mention that the recommended centralization would be accompanied by a reduction in the number of non-educators employed by the university, or any reduction in administrative expenses. The

report appears to serve as rationale for increasing the overall size and expense of an already bloated, ineffective administration. The report does briefly reflect on those who are to be served by the university – the students, the faculty, the State (as a land grant college), the B-CS area – but I feel more emphasis should be on providing quality education to the enrolled students. More than once the report mentions a lack of diversity among students and faculty, specifically that the proportion of black and other non-white students and faculty are not representative of the State's general population. I don't believe there should be any mandate that student enrollment or faculty recruitment have the goal of reflecting the general population, recognizing that a university education is not, and should not be intended for the general population. A large percentage of college age Texans are better served by a two-year college or vocational training. And, sadly, too large a percentage of high school graduates, much less non-graduates, do not even meet the language, math and science academic requirements set by the State. Recruitment of well-qualified students and educators should be the primary goal. If there is a lack of population-proportionate well-qualified minorities, that is not the fault of the university, nor is it the university's responsibility to increase those numbers by admitting and graduating, or hiring and retaining the under-qualified, or lowering qualification standards to achieve that goal. I also want to say that as I have watched the university grow ever larger over that past 50 years, I lament the fact that enrollment seems to have grown much for the sake of achieving higher enrollment, by offering more diverse, non-technical courses and majors, some of which are not appropriate for my vision of a great Texas A&M. The university has become more of a "something for everyone" destination, able to boast that it's "as large as the largest universities in the nation" (tu and Michigan in particular), two goals that I never would have intended. There are a number of great universities that aren't nearly as large as A&M. Having a large student enrollment does not make a university great, but does make it more difficult to maintain greatness. And I don't believe that being a land grant school requires that the school be one of the largest in the nation. But, I suppose it's too late to turn that ship around, and to otherwise convince those who brought A&M to this point. You can certainly argue that A&M, as large as it is, is indeed a great university, but I feel it could be much greater if it were smaller and more focused. Finally, I want to say that while it is admirable that the university selects from among the high schools' highest academic achievers (based upon test scores), in my career I have known very many Texas A&M graduates with successful business careers, who likely would not have met the high academic standards now set by the university for acceptance. I have heard that A&M must accept all Texas high school valedictorians who apply, although all may not be otherwise academically qualified. And perhaps the school accepts all in-State applicants with high school grade average or standardized test score above some arbitrary cutoff value. While academic qualifications are the most important consideration, there must be other harder-to-identify factors (leadership, ability to overcome obstacles, etc.) among those who are just below some arbitrary academic metric. Hopefully, the admissions office reserves a few spots for such applicants. We weren't all Aggies when we came to Texas A&M, but hopefully most (98%) who attend and graduate will be imbued with the Aggie Spirit, and leave with leadership, entrepreneurial and technical skills, along with a sense of generosity that will lead to a lifetime of personal and societal achievement. [REDACTED] Class of 1973

I don't know what category this goes in so I placed it here. I am disappointed in the admissions process at A&M. I come from a small farming community (Weslaco, Tx.) and attended Texas A&M and come from a long line of aggies (3 brothers, [REDACTED], Aunts & Uncles, many cousins, nieces & nephews). Once I obtained a BBA in Finance and a BBA in Accounting I moved to Houston and currently practice as a CFO of a service company. My two oldest daughters both had above 4.0 in high school but neither was accepted into A&M. My oldest scored above a 1200 on the SAT but did not even get Blynn team. She end up going to UTSA under the caps program and graduated from UT. My second oldest also had above a 1200 on the sat and went to the OU were she received her degree. The oldest went on to the UT dental school and got her doctorate in dentistry. The Middle child has just entered into VCOM at Auburn and is working toward her doctorate degree. My son has also has above a 4.0 in high school and has scored above a 1200 on the sat. Sadly he to will not carry on the aggie tradition in my family since he is not a minority and goes to Cinco Ranch High School like my daughters where a 4.0 means barely being in the top 25% quartile. He has been accepted at Texas Tech, Ole Miss and Baylor and will choose from one of them. My daughters both had friends that made it into A&M who were lower in both SAT scores and class ranking but had minority last names. I find it difficult to believe that A&M's admissions process could not identify the potential in my older children through their strong well balanced resumes (NCL, Drill Team, lots of volunteering within the community). I am not expecting A&M to recognized the same potential in my youngest. One daughter is now a practicing Dentist and the other is in Medical school. It saddens me that the A&M admissions process appears to be broken and has been so for some time. [REDACTED] Class of 1988 - BBA Finance  
Class of 1989 - BBA Accounting CPA

I would encourage you to minimize or eliminate the Diversity, Inclusion Equity (DIE) stuff. My experiences with this philosophy have shown me that this is mostly a grievance related grift that contributes nothing of any value. Rather, the DIE experience is aimed at lowering academic standards and promoting vilification of individuals based solely upon race and excusing actions of other groups of "protected classes".

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Two items in the SWOT missed the mark with me: 1.) [weakness] "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." I would ask the authors and President to consider the motivation behind why military education is at odds with higher education. I would offer that the two are not mutually exclusive and there are many examples of the harmonious coexistence of the two notions at multiple other institutions in the country. 2.) [threat] "Perception that TAMU history and culture have negatively impacted student body diversity. TAMU has historically been conservative and slow to change regarding diversity issues." I would argue that a conservative approach to higher education is, in fact, a strength of Texas A&M University and one that sets our university apart from other institutions within the state and country. Instead of considering our conservative history as a negative, I would ask the authors and President to consider how to leverage this as a strength.

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I am unclear where this is best suited. True to form, TAMU continues to give short drift to the need to represent more than white male students. The underrepresentation of women, latinx, and people of color requires more than marketing and outreach. It requires a concentrated set of classes and training, for both staff (administrative and academic) and students, in all areas of diversity. The core ideology of white maleness continues at TAMU. It really is a shame that a school that should be world class represents the lowest common denominator student population.

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In general the report appears to be very thorough and contains some good suggestions on possible ways to improve Texas A&M and the student experience. Though I could have overlooked it, I didn't see any analysis on the cost differential of their restructuring proposals. In almost every section, the number of positions added were far more than those being eliminated. One thing I found especially bothersome was their final High Level SWOT analysis. A&M has a whole lot more strengths than it does weaknesses and I have a hard time wholeheartedly accepting a report that states otherwise. Our culture is what makes us special and has attracted the second largest undergraduate enrollment in the country. We should think long and hard before we start making changes that would damage that culture to make a small minority of students "more comfortable". I am relieved that I don't see Texas A&M in the news for "woke" policies like the ridiculousness that is in Austin and fear that A&M's financial resources from donors would diminish if we abandon our core values of respect for EVERYONE and that a student's ability to succeed is directly related to the effort they put in for which they are solely accountable.

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I find it a bit alarming that there is no section of the report dedicated to staff affairs, given that staff comprise the largest employee population at Texas A&M.

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Please see comments regarding student affairs and the new student experience.

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I wonder if the high ratings listed across the survey analysis regarding "commitment to diversity, equity and inclusion" are reflective of resistance to DEI - as in much of the population is satisfied with the status quo and/or unaware of the issues because they are so marginalized. It would be interesting to analyze what the ratings of "commitment to DEI" are among stakeholders who identify as belonging to underrepresented/marginalized groups. Aggies are exceptionally gifted at creating community. I applaud the commitment from campus leaders and believe that with strategic efforts that are implemented with metrics to assess impact (including successes and areas needing improvement) that are then communicated with transparency to the community, the administration can lead the broader Aggie community towards a more diverse, equitable and inclusive community. I think that the traditional Aggie strengths of natural generosity and desire to build connections are especially valuable and effective tools for the work to bridge the gap to a place where each person understands their responsibility in fostering communities where all individuals feel they have value, a sense of belonging and access to equitable opportunities.

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Diversity and Inclusion start at the top - The Board of Regents, The BoD at the Association of Former Students and the BoD of the 12th Man Foundation. How do you expect to attract and retain a diverse workforce and student body with the current Boards? University Health Services and CAPS are not staffed to handle an enrollment of the size that you have.

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We don't need to pay these consultants to tell us "TAMU has historically been conservative and slow to change regarding diversity issues" (pg110). This is not a "threat", tradition is good. Stop focusing on skin color and focus on character. TAMU does not need to be like every other leftist college campus in this declining nation. DEI is just CRT

which is cultural Marxism. DEI is a scam and is dividing us. Get rid of it.

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See comments on Student Affairs.

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After reading the executive summary, appearances would lend themselves to some fairly significant organizational and structural change. However having graduated 46 years ago doesn't give me much standing to have a lot of input. My comment would be related to my expectation for the school from which I graduated. Strive for excellence in every single thing that is done. Further, the President and the Office of the President must instill treating every single human, regardless of how they are affiliated with Texas A&M, with kindness and respect. Period.

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I see two things that really bother me in this report. The President is apparently wanting to micromanage everything, which is bad for such a large organization. There are also distractions like diversity and inclusion. A&M is already incredibly diverse and the entire focus should be on educating students and not in political concerns like diversity and inclusion.

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Please remember the great aggies that made Aggieland what it is right now

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1. The Corps of Cadets is a strength of A&M. I remember in the 70s the Faculty thought the Corps was a weakness...seems it's still a prevailing view. Never allow the Corps to be viewed as a weakness...it is what makes A&M great! 2. Without the Corps, A&M is simply another large public university...blah, blah, blah. 3. A&M has thrived because we kept the Corps and yet significantly expanded the overall A&M educational experience and with that...the student body size. I just visited Charleston SC. The Citadel is a prime example of what not to do. It took another 20 years...1994 v 1974...to allow women at the Citadel. It is now a much larger, but still only about 3,500 students including graduate and non-Corps students. 4. Don't relegate Mays Business School to an afterthought. It is and should be supported so that it too becomes a highly-sought after degree.

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I'm assuming this is a consulting firm the works primarily with business not academic institutions. Businesses love centralized control but that frankly doesn't work well in business that get beyond a certain size. I think there are parts of a Univ that do lend themselves to centralization but many parts do not. To be blunt, in many cases centralized control leads to regression to the mean. Parts of this Univ are truly outstanding and meet the goals of this expensive process already. Do not screw them up just to centralize the Univ and follow the recs of this review. Perhaps the best way to proceed is to follow a few suggestions, those most appropriate for centralization, and leave the others for a later date. That, hopefully, will allow you to learn from the mistakes made with a few rather than all.

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Preserve the traditions and values handed down from previous generations. Many from the "greatest generation" called Aggieland home. We should seek to preserve rather than personalize the gifts they have given us.

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I don't believe the office of equity and inclusion (or whatever it's called) should exist. We are all Aggies whether current or former students. We should celebrate that fact instead of being divided based on our color or sexual preference.

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Any college that isn't placing students into jobs immediately will eventually fall into decline. College is no longer necessary for 90% of careers - and the youth know it. A&M is an underrated University academic wise but still isn't fulfilling the needs of the 21st century student. Also, most PhD science students are not American - we have big national security issues that A&M could help resolve if it partnered with more public grade schools.

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I've made several comments above in response to your report. I am in fact a 4th Generation Aggie! My application had so many Aggie family members on it we ran out of room. I am however, not a current donor. I do not watch Aggie sports. And I will have nothing to do with A&M until it quit teaching white students that there is something wrong with them based on the color of their skin by being one of the state colleges in Texas that participates in CRT. I have heard this and many reasons similar to those I cited from my fellow Ags. Prayers this wasn't a fruitless waste of time for future Ags. 'Gig Em

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Stop promoting/prioritizing the jab

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Unsure as to who in former students had input on this as I don't recall being asked. I believe that the university really need to work on diversity issues. There is a poor representation of women on campus, especially in campus-wide graphics and statuary. As a woman, this makes me feel excluded.

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Faculty and student body selection: It is stated that the faculty and student body is not very diverse or inclusive--and as such is a weakness. I believe that other criteria are much more important than diversity and inclusiveness. For example TAMU should hire/accept the best and brightest--regardless of race, creed, religion, gender, color etc. This will provide a

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foundation for excellence in the faculty and student body and provide a magnet for more of the same to come to TAMU. It is not necessary or even desirable to reflect the state's population in this one institution. Let A&M be for the best and brightest--whoever they are, based on merit. Also, The traditions and culture at A&M make it special. Don't be too anxious to make changes for change sake or to be like peer institutions. Change is not necessarily good--it can be good or bad.

Honestly, I don't have the time to read the report. I skimmed the summary. My only comment is to be wary of this movement of "DEI" and forcing it to be true. The most qualified person should be selected on their skills and achievements, not their attributes that they cannot change.

Well done - I am proud to be an Aggie. And Proud to see the university growing better. But please never forget that management and leadership are not the same thing. Please never forget that bureaucracies always bloat, eventually. Whatever efficiencies will be gained by reorganization will be short-lived. Analytics can be helpful - essential - but it can also create people that simply check all the boxes and don't actually lead, innovate, improve. Be afraid of systems that promise to be the answer. PEOPLE of integrity, character, and, effort are the answer.

Don't fall victim to the "woke mob". TAMU should maintain her values and integrity, holding firm to what makes her a unique university. Change is always welcome where warranted, but changing for an extreme or loud opinion is typically not warranted. TAMU has come a long way since her inception, and Aggies should never stop striving to maintain and develop good, moral values.

This is so complicated it is impossible To fully comprehend this report

Proceeding the the recommendations regarding centralization and efficiencies appear important to be as competitive as possible. Operations and anything ancillary to academics, research should be approached aggressively with the intent to streamline. Attracting and retaining Faculty is of the utmost importance to overall quality of student experience and reputation. If faculty is disgruntled or frustrated it flows through to students.

Amazed that this study was commissioned, the best critical look at the university since Vision 2020. What a great start!

I think trying to align the student population with the overall state population is not as important as seeking the most academically qualified students, regardless of race, gender, etc. I do not think there should be a degree in University Studies. A&M should be preparing students for a career in something productive and meaningful. I would like to see A&M (and all universities) publish success data on graduates. That data would include the following information for all degree plans; % hired after graduation, % hired in their degree field, starting salary. Students and parents would then have a solid basis for selecting a degree. Thanks for the opportunity to comment.

I was interested to read the recommendation that the university continue to pursue private partnerships for services. As a student during that transition, I experienced: (a) decline in the quality of food services while prices increased (b) decline in the quality of cleaning services (c) a reduction in the care taken and visual appeal of landscaping. Outsourced service providers did not appear to feel as much ownership over their domains. I think that extending the model to something like transportation services will lower the quality of service for students in exchange for a temporary cost savings.

I truly appreciate the school investing into this research to help make it the best it can be. While I did not read all 133 pages in detail, the proposed solutions do appear to be good recommendations. However, my strongest feedback is that the school has to make the right investment into the right faculty members. We should never "just hire who we can get" because we are growing so big and need more faculty. Those educators have a true impact on our students. You have professors where the students may not be able to understand them because of language barriers, you have professors that are using the opportunity to promote their personal platforms, you have professors who clearly do not care about the success of the student and appear to be there solely for a paycheck as opposed to the love of teaching, etc. Granted, A&M has some absolutely wonderful professors, too, but the previous examples I just shared are just not appropriate for a school who is striving so hard to be the best. For you to be the best, you have to absolutely hire the best (no different than us recruiting a top-notch sports coach and players who want to win titles). I think if the school is honest with itself it could not say it has hired the best at all times (or even close to the best). Out of everything proposed, this truly is a critical topic for A&M's success.

PLEASE do not "plow up the field" to achieve some ideal of "world university." Remember the roots of our university are embedded in our core values.



If I understand correctly, there is realignment and centralization of certain internal or "back office" type functions - HR, IT, finance, facilities, etc. Completely agree on the strategic advantage of this type of reorg to breakdown silos, improve transparency and increase talent and collaboration. Again, from a corporate perspective, something I experienced beginning in the early 2000's.

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Please protect your workers in order to protect your students. Cutting costs is not the most important thing.

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I am pleased to see the action our new President is engaging. I believe this report offers a roadmap for the adjustments to make A&M an even greater University. Thank you, Dr. Banks. Clearly a more centralized, coordinated management will optimize resources and minimize duplication while ensuring all are on the same page.

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I thought that the investigation and recommendations in general were "on target" and revealed many much needed opportunities for improvement.

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I really dislike all of the emphasis on diversity and inclusion. I went to A&M because I LOVED that it was a traditional university with conservative values. I think most people attended for that reason along with the love of Aggie Spirit. I hope if there is any new branding of our university, that it will not keep pushing worldly values. There is no need to make a Facebook post saying that A&M Supports LGBTQ month as was done this year. Really? The Sorority Panhellenic did the same thing. I think that is so unnecessary! I heard that a new student went to Fish Camp this summer and that student was hoping to get to meet new people, play fun games, and learn all of the Aggie Traditions. Instead, all they did was go to lectures on diversity and inclusion. The student reported it was horrible and would not recommend Fish Camp to anyone any more.

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There seems to be a consistent theme in the recommendations of centralization and standardization. While there can be efficiencies gained in that process, my 40 years in business has shown me, again and again, creativity and ingenuity will likely be stifled. If centralization is determined to be the direction to go, protections and processes should be established to encourage ideas, experimentation and innovation. And some mechanism should be established to insure a centralized bureaucracy remains directly accountable to the stakeholders you have identified.

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I think we are beginning to see a shift back toward the trades. As I think back about my college experience, I realize that some doors were opened to me because I went to college. However, I've met a lot of people who did better financially than I did without a college education. One man specialized in training cutting horses. Another man built a business as a builder and contractor. I know people who built businesses doing car repair, doing shoe and boot repair, and a whole host of businesses that pay extremely well for entrepreneurs. Too often, I think, the college experience has been oversold. We hear too many cases of kids coming back home with college degrees they can't market. That happened to me. No, I was not a high flying academic standout, but I proved to myself on the GRE and the PCAT, that I didn't go through A & M learning nothing. I placed well into the 75th percentile in the advanced biology exam, and in one section of the PCAT in the 99th percentile, but I have to say that my A & M degree in a scientific field gave me no advantages in looking for an entry level job in 1976. I even saw a job posting for an entry level job that was open to women and minorities only. Even then, I was getting the impression that to be white and male meant I was not desired as an entry level employee unless I was so superior that a company could not afford to pass me by. I remember meeting a man with a degree in animal science from A & M who was living at home and working as a clerk in a convenience store. The myth is that an A & M degree is a ticket to a successful career. I think we need to rethink that. I don't think anyone should graduate \$40,000.00 in debt with a degree that will not pay enough to repay the debt. We should give away a college education. People need to think realistically about what it will cost and they should think of other alternatives, such as the trades, that are more certain to lead to good paying work without a B.S. degree. We are over educated as a society. What we lack is the "liberty arts." People don't know about their government. I think A & M needs to stop focusing on diversity, start focusing on quality, and stop making a college degree sound like the ticket to success it doesn't always prove itself to be.

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I, like many former students, believe that TAMU has headed into a downward spiral of liberalism nonsense. Protests and vandalism of the Sully statue! A student drag show! Separate student groups by race! What happened to the Student Y being a major influence on campus and Fish Camp? What about Christian services in the chapel? THERE ARE PLENTY OF LIBERAL COLLEGES EVERYWHERE. TAMU HAS ALWAYS BEEN DIFFERENT AND APART FROM THEM AND SHOULD BE FOREVER. I would probably not even want to attend TAMU the way it is now.

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Ignore everything about Diversity, Equity and Inclusion. That is one way to destroy TAMU. Remember that TAMU stands for Texas AGRICULTURAL and MECHANICAL University. TAMU is known for its history, for its tradition and for its focus. Don't try to turn it into anything else. It never was a school focused on the arts and theater. It shouldn't be now.

My major concern is one of philosophy. I hope that TAMU will continue its reputation as a premier CONSERVATIVE institution. Thousands of parents send their young adults to TAMU because of its conservative principles. Carefully vet every teacher employed. Marxist & Socialist doctrines must never slip in.

Please do not let Texas A&M become Portland State (<https://bariweiss.substack.com/p/my-university-sacrificed-ideas-for>). DEI efforts are largely political and aimed at destabilizing cultural norms in favor of "multi-culturalism." Do everything in your power to keep any DEI efforts from metastasizing into a full blown revolutionary spirit at Texas A&M. Diversity is great. There should be a diversity of viewpoints on academic campuses. DEI is not about ideological diversity in many places. Academic freedom and institutional excellence are sacrificed when DEI is made the primary ideology driving decisions and conversations on campus. Texas A&M is uniquely positioned to model academic freedom of speech and ideological diversity (unlike our rival in Austin). We exemplify the best of America. Let's keep it going.

Don't be fooled by "a centralized structure is more efficient". Seems like lots of management gobbledygook speak.

In all things, moderation!!! Centralization is the management structure which is currently in vogue. (I knew that it would be proposed by the consultant when I first read about this work.). It sounds great, but it can put a choke hold on departments whose needs are not understood by those at the top. Some areas can be centralized easily. Some can not. And it can lead to much efficiency gains while creating a very unpleasant working environment, leading to a whole lot of I don't give a crap attitudes. Don't depend too heavily on the Consultant input. They aren't nearly as good at their job as they want you to believe! You need to involve people in every department and at every level to build consensus. You've got the time and money to do it, and it is surely worth the effort. Listen to the support staff. They are the ones who keep the wheels on the bus and they do the work. They have much better insight than they are given credit for. Don't rush. And lastly, resist the urge to make it all about you. This university can run for a long time without a President. It can't make it for a month without first line workers! Thank you for listening.

I do think more work could be invested in DEI and measurements of this in it's overall strategic plan. Also, considering diversity has for some reason become political, and considering A&M's conservative alumni, I think some education around why this topic is important for the campus to consider is needed.

This survey seems like a giant waste of money. It needs to be made known why a response would be unusable on the responses they threw out. That doesn't appear to be defined. Also, if we are indeed stuck with diversity of skin color among other things and equity (DEI) is a recommendation, then this was absolutely a lost cause. If we don't have the leadership and integrity to admit students and faculty based on how well they do their job, instead of based on their skin color and other types of superficial diversity metrics, then we are lost as an institution.

#### CONSERATION OF COST FOR STUDENTS

I'm very proud to be an Aggie Class of 1960, but I'm concerned that we seem to believe that always striving to be the biggest is the only way for the future. Let's focus on always being the best. Thanks and keep up the good work.

Unsure of what section to put this in. As an institution of public trust is is highly concerning to see A&M engage in financially short sighted and suboptimal results producing privatization. Aggie dining, housing, and other units fall well short of where competitor schools like Virginia Tech do in this crucial area. Turning over these critical functions to institutions based on profit and greed ensures anything but the highest standards of services as much of the money spent by students and the state serves only to line pockets instead of produce results. Explore the Virginia Tech model they have employed so successfully with Dining Services to correct this deficiency.

I simply wanted to provide feedback regarding the trends that I've seen at Texas A&M over the last 10 years under the former leadership where it seemed that we valued numbers and increasing the total number of students versus a focus on the quality of those students. As we've significantly increased the number of students, we've also seen our academic rankings slide compared to 10+ years ago. I can remember the original Vision 2020 plan to achieve a Top 20 academic ranking for public universities. It doesn't seem that has been our vision and purpose over the last 10 years. I hope we return to a passion of ensuring that a degree from Texas A&M University is viewed among some of the top universities in the country in regards to academics and prestige.

The school's main focus needs to be on education— not football, not what gender has what bathroom. Equip the students of tomorrow to take on the world and to lead. The school has the funding and necessary resources, it's just being wasted on unimportant initiatives to check a quota box.

Please keep A & M focused on learning skills that students can use in the real world.

Far left ideology is being mainstreamed at Texas A&M by radical professors and an aggressive mob of small but engaged students. Texas A&M should stop pretending this doesn't exist. It does. It is obvious. And it is destroying the University. The vast majority of American universities have become echo chambers of the increasingly radical American Left. Professors are routinely viewing their jobs as a platform to indoctrinate rather than educate. Texas A&M has a tremendous opportunity to differentiate itself by not becoming a cesspool of cultural Marxism and degenerate left wing ideology. If the University is truly committed to providing students with a well rounded education where they are exposed to a diversity of view points, it should immediately prioritize the hiring of Right wing professors and funding Right wing academics in order to start evening out the embarrassing ideological discrepancy that currently exists. Until the University starts moving in this direction, I will not donate a dime to it. Continue going woke at your own risk, A&M. Our alumni are turning over in their graves and you're well on your way to ruining all that made A&M special. For shame.

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In the "Findings and Recommendations" section of the Report on Page 3, the following statement was made: "Large portions of the interview and survey audiences were conflicted about the university's culture and diversity, equity, and inclusion (DEI) efforts. Some survey respondents believe the DEI efforts are ineffective, resulting in an inability to recruit underrepresented student, faculty, and staff populations. Others have questions about the effectiveness of resources invested in DEI that could be used to invest broadly in education-focused endeavors for the entire student population." No where that I can find in the Report was this issue addressed other than to point out that the various areas of the TAMU administration have "successfully" implemented DEI. Since "large portions" of the survey audience questioned "the effectiveness of resources invested in DEI," why wasn't this matter specifically addressed by the consultant, with recommendations about how to ensure that the strong/unique culture that TAMU possesses and not diluted such that in X number of years TAMU's culture is indistinguishable from any other major public university? If/when that happens, I believe that the TAMU's administration will have totally failed in its mission to maintain the culture that makes TAMU the most unique large public university in the US.

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in Appendix 2: SWOT Analysis it is noted that "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." I am a Former Student and former member of the Corps of Cadets. The history and tradition of Texas A&M as an all-male, all-military school has built a culture that is a source of pride for myself and my family (My wife is also a former Corps member). The University should take no action to reduce the impact or minimize the role that the Corps of Cadets plays in the Aggie Experience. The University should strengthen the role of the Corps and encourage membership in the organization that has produced thousands of the finest officers that the US Armed Forces has ever had. Diminishing the role of the Corps and the culture that it has created will transform the university into just another state school such as Southwest Texas (Texas State) or that horrid school in downtown Austin. In general, I support actions that Texas A&M could take to optimize and better use university funds. All organizations and businesses should continually strive to optimize their processes and procedures. I do not support ANY actions from any office of Diversity and Inclusion. Students of all races, ethnicities, and nationalities are welcome to attend A&M if academic standards of admission are met. A&M should not work to fulfill any racial, ethnic, or nationality quotas of any kind. These types of quotas or non-merit-based methods of admission are un-American should never be used in a prestigious institution like Texas A&M.

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I appreciate the opportunity to provide my feedback. Gig'em Aggies!

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Organizational Structure - The report recommends expanding the role of the President, but doesn't the President already have authority/responsibility/oversight over the areas the report says have issues? I'd caution to not jump right to pushing authority to the "top", but to first make sure the existing organization functions effectively, e.g., make sure lower to middle management is able to and does their job to address/handle the issues.

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Sure would love A&M to start focusing on quality over quantity. WAY too many people, way too many who aren't there for an Aggie education. SO MUCH more to A&M than just a degree. No doubt that folks with Aggie rings from the College Station campus have VERY little in common with those from McAllen, Law School, Qatar, etc. No need for yell leaders in Galveston who wear the same uniforms as the true yell leaders in College Station wear. Would love to see how people react to fund raising initiatives like raising \$4.25 billion and then trying to raise \$350 million more on new athletic facilities. Sure seems like SO MANY high profile money initiatives are derived by athletic entities. Pretty sure there are MANY other needs out there. And finally, for A&M to have torn down the VPSA residence (built in the late '30's) without any consideration for what that house embodied and the lives impacted there sends a LOUD message to

folks in the know on what A&M does not value. Respect the past. Invest in it. Preserve it. I hope A&M never asks me for money again. I give \$50 a year so I can have access to the online Aggie Network.

One point to raise - TAMU Galveston is not, and should not be treated, as "College Station South". Students there should certainly enjoy the benefits of being an Aggie, but still be able to have their own unique experiences. As someone who has run a branch campus (for a much smaller University) for several years, I am concerned about any branch campus, especially one as special as Galveston, being made into a shadow of the main campus. Please make sure this does not happen.

I think this process is very positive for the University. I'm not in a position to agree or disagree with the findings. I thought a study similar to this was done about 20 years ago. The one comment I would make is as a civil engineer, I think more students should be encouraged to get a masters. I don't think A&M does this well.

I find the process of achieving a passing grade to move forward a failure of the educational institution. Perhaps it is the only way. I will continue to look at a graduate's transcript but will not hire on this alone but search the individual for the core values of our institution.

MAKE MASKS MANDATORY. SHOW SOME COMPASSION TOWARDS YOUR STUDENTS.

I hope you will consider all Aggie comments on this with serious consideration. Being old shouldn't disqualify comments as outdated or out of touch. Many of us old Ags have kids recently graduated from A&M and a few more yet to go there. Make it better for all of your students and not just for these woke victims of fake oppression. Thank you.

Don't try to be good at everything—let's be great at the things we really want to be and don't try to do everything. That's a recipe for mediocrity.

I believe that creating more administration is the opposite of what you should do. Remember, the job of the university is to teach. Hire good people who know how to do their jobs and who work hard. If someone can't do their job or is lazy, fire them. In my experience, the best performing organizations push authority down to the people who are responsible for doing the work, then get out of their way and let them work. Every layer of administration requires data to justify themselves. Ultimately, the workers which are actually producing the product (in this case, teaching) must take time away from their primary job to perform such reporting. State universities should be inexpensive so that all scholastically qualified residents can afford to attend.

I believe that maintaining both the moral and financial support of former students is vitally important to the future of Texas A&M University. This can only be achieved by maintaining the core values that former students identify with Texas A&M. This includes maintaining the symbols (like the Sul Ross statue) that are identified with our unique history, culture and traditions.

-In general I am guessing that a liberal leaning organization created this survey and interpreted its results in the nuanced ways that they addressed what they do not like about Texas A&M being a more conservative University. Though Texas A&M should seek to make sure that all ethnicities have the opportunity to become Aggies, what we should not do is implement the extreme liberal policies and dogma that are pushed on students at liberal schools such as Critical Race Theory or the University of Washington forcing all students to have to learn about all of the different gender pronouns that have been invented. Texas A&M provides diversity in that it is one of the last major Universities that leans more conservative. Unlike the liberal universities that do not allow conservative speakers to present on campus, Texas A&M still allows the debate of thoughts and ideas and I fear that if we transform into one of the liberal universities, all freedom of thought and debate will be extinguished. -I take great issue with the statement "The Aggie culture impinges upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education," as a weakness of Texas A&M. What makes Texas A&M unique is its traditions, and the Corps-of-Cadets is at the heartbeat that keeps the traditions going. Without the traditions and the Aggie Spirit, we are just another University.

Texas A&M is losing it's unique identity and is turning into another UT. Congratulations!

The word Equity and the mechanisms associated with achieving said equitable outcomes is at odds with Aggies values and should be stricken from any A&M literature and/or plans. Equality of opportunities should be the goal for our campus and university culture. Creating opportunities for under represented populations vs our states demographic makeup should be done through a hand up system and not a degrading hand out system. Also, the university should protect the rights of all individuals and place into writing protections for students political beliefs along side those codified by law. See Michigan State's protection policy as a reference for keeping a civil campus culture in an

increasingly decisive climate.

My largest concern is that the University should focus on its core missions while preserving neutral, non-divisive principles. Any push of "equity" or a dozen other leftist buzz words should be stricken as official policy just as faith and religion (significant conservative principles) are appropriately excluded. Discussion of such principles should be encouraged without discrimination. Professor [REDACTED] continues to harass students, faculty, and former students based solely on their race. A quick facebook check of his remarks on Facebook regarding Batt articles should find ample evidence to back up his hostile/racial/racist remarks against anyone he perceives as white.

Thank you for taking a look at the operations of the University; I will have faith that all decisions made will be well-thought-out and beneficial to the most important parts of the operation: the students. Gig 'em!

I do agree recruitment of minority and under-privileged students is vital, however, this should not contribute to a reduction in the quality and rigorous standards of a Texas A&M University education.

Honestly, please just make sure that requiring tolerance means everyone is tolerant of everyone. A&M is much more accepting now than it was in my day, but I worry that Christian conservatives are the only unacceptable group now. We still make up a large portion of the donor pool and the Aggie network.

Love A&M, Don't love the progressive and "one world" attitude. The COVID restrictions and testing on campus seem unconstitutional and against our own Governor Abbott's orders. When will A&M be a leader to remove this tyranny upon our students/faculty?

I was embarrassed that my university had to do the typical corporate approach and seek consultants on how to improve. The report was a cookie cutter approach to consolidation. I think the general direction of consolidation is the wrong direction when you see that businesses are moving in the direction of independent units and lean management. I understand the inefficiencies but if we put the right people in leadership positions and empower them the upside is far greater. The issue is people and not positions- Through the years the university has grown in unusual ways and a review should be done every five years to make sure that organization makes sense and is lean. Lets build a dynamic great school not a bigger bureaucracy.

Texas A&M University is too large. A worthy goal would be a "Less Than 25 by 25" initiative in which the total enrollment of the College Station campus were to be reduced to less than 2500 students total - undergraduates and graduates - by the year 2025. In addition, how many students leave the school equipped to think freely and live virtuously in the postmodern world? Do we know who we are and where we began? To form persons rather than mere producers, I invite TAMU to implement a four-semester classical liberal arts core curriculum that is mandatory for all students, especially for those in engineering and business who are farthest from the traditional patrimony of the Western world.

Just don't go woke. You are one of the last bastions of reasonableness, integrity, sound thinking, and character in the public higher education landscape. The entire conservative half of American society respects A&M. Know your legacy, own it, and live it. Don't go woke and join the insanity of today's world. Dominate your niche as a conservative institution, with conservative values, and honorable, conservative students. If you do, our kids will be proud to join the Aggie family when they start college in about 10 years.

I apologize for not aligning my comments to the associated topic (above). My daughter goes to UT (the first and only... :) [REDACTED] ) their academics programs are really fabulous. The fact is no one goes to a company with one specialty (acct, fin, ). They have to integrate and comm with marketing, C level, mfg, etc, etc, Their business programs have a small core set of the Biz basics, then they wire together these other disciplines in as it would in an org. I believe the emphasis needs to be on flexibility and fast thinking in a highly disconnected, digital market place. So I think the strategic vision for academics has to be on thinking and cognition; adversity is what we deal with in life, and biz. Faculty talent - at Texas A&M University, it is NEVER about the money. You need to ask. These people are crazy about this place. I don't know you, I knew some others bowtie, bright... Aggies will figure out how...you ask. Stroke those ego, get some chairs. There are some ags that are making a spit ton :) of money. They LOVE to have those ribbon cuttings with you! :) go for it. Marketing...you want to get the message coherent and focused...? Go to the ath dep and get the folks who are producing that content; like the Pulse. They know the digital world are MONEY! There is no way we can be behind in the marketing race. A&M is poised to be the greatest University institution east of the rockies...we let ourselves UNDERSELL OUR UNIVERSITY and we have FROM THE BEGINNING. That needs to be addressed in a global world.. \$0.02 Thank you for taking my feedback. [REDACTED]

The key finding (decentralized structure resulting in ineffective use of talent and resources) is consistent with my observations that A&M is slipping with regard to value proposition. For years, A&M has represented a strong value

proposition, but this has changed over the last 10 years or so. I live in College Station and I have gone through 2 advanced degree programs over that period of time. I did not go through A&M despite a strong desire to do so and despite my proximity to the university. The primary reason for this was a relatively poor value proposition, especially for a working adult. In particular, I am disappointed to see so little attention paid to the critical importance of keeping up with advancements in digital education. I am a proud Aggie. I enjoyed my time at A&M, I met my wife at A&M, and I want my kids to attend. I hope you receive my feedback in the spirit of helping this university grow and not as an attack or otherwise unsupportive. I keep going back to value proposition... The A&M undergraduate experience has it from what I can tell. The programs oriented towards working adults seeking to continue their education simply do not, in my opinion. I would hope that any restructure or actions resulting from this review would not seek to be an ends themselves, but rather a means to the end of helping Aggies succeed.

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I'm about to have two children reach college age. As I dreamed of them becoming aggies one day in the past, I'm now concerned that the campus is no longer a safe place for conservative students. The college's actions on masks, vaccines, asking students to report on other students and other political issues show a clear slant in the leadership of the college. What the hell has happened to Aggieland?

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There were several examples where a push for diversity seemed to be the priority to academic excellence. Let the demographics take care of itself while our school should focus on excellence. Let's focus more on what students can achieve rather than what they look like.

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Remain strong in Texas A&M tradition. Do not allow cancel culture to change this University.

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Don't shoot for U ranking no. 1 in the nation. Stay at least top guns.

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As you centralize, you lose the independence of departments to run things the way they want, but gain the efficiency of sharing/direction from the top. If you do centralize you must still be accessible. That means when someone has a complaint/problem they must be heard at the top and the department manager must still have the power/responsibility to make it right at their level.

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The university model is broken. I highly doubt the broad non-descriptive language the consulting agency's report provided echoed many of the responses of former students. The core values TAMU has long stood for are being lost through "DEI" efforts. Every student at TAMU is an Aggie deserves to be there. There shouldn't be any divisiveness through intersectionality/identity, which is what most of these "DEI" programs promote. High level recommendation: downsize faculty and departmental positions, especially in those programs such as liberal arts that don't contribute to students completing their undergrad with tangible and marketable employment skills. Additionally, separate athletics from academics. With NCAA players now being compensated for their marketing potential, their "scholarships" and the related resources should be allotted towards students who can apply them towards academics. A student studying to be a cancer researcher deserves the support of a scholarship more than an athlete that never goes to class, makes a respectable salary off their social media profile, and will leave the university before graduating to enter professional sports with a seven-figure contract. Until these two issues are specifically addressed, there is no hope for the continued excellence of this higher learning institution.

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The report has merit to some of its recommendations, specifically in relation to organizational structure. However, its approach towards diversity is concerning. The role of any institution is to find, promote, and retain the brightest minds that it can find to further the fields that constitute the institution itself. To this end, the University's focus on DEI (and the reports support of such measures) is absurd. Diversity itself is to ignore the hierarchical, expansive orientation of the institution's research. It cares not for qualifications, merely if you "fit" the racial (or for that matter any socially constructed/engineered) box. Equity goes beyond mere elimination of biases toward coddling any victimized person through providing what they themselves have not earned because of historical inequities, which has been life itself for millennia. And lastly, with respect to inclusion, it is not incumbent upon everyone to accept and support everyone else. Rejection is, by nature, natural. Thus, the university should be teaching qualifications over racial or gender characteristics. It should be teaching that not everyone can undergo the same activities and receive the same outcome, as life itself is not codifiable in such a manner, therefore heightening the importance of adaptability. And lastly, it should be teaching the importance of resiliency over the feigned notion that one must be accepted without any question. To support such a ridiculous DEI policy is to flout the very foundation of human nature itself. And the fact that the University has sought to implement this while hiring a consultant supportive of this is indicative that indeed, Texas A&M University is on a pathway towards woke-ism. To that end, I can no longer support the University.

In reviewing the document I felt an overall sense of dread. Texas a&m is unique. We don't need to be like everyone else nor should we strive to be. I'm certain there are areas that need improvement and streamlining but large sweeping changes on many fronts continue to erode at who we are. The current climate in the world is imposing on the very core values of this beloved university. Fix the things that save money and make things more efficient but let who we have been since 1876 stay. We aren't the other "comparable" universities in the study but special and one of a kind. Only an aggie can know that.

Unfortunately, today, DEI has been undermined from its original intentions. I was brought up under the teachings of Dr. Martin Luther King Jr. in that the content of a person's character is what is important, not the color of the person's skin. I have stressed that to my children and they have learned well. Integration was the goal. Now, DEI is all about segregation, about defining people based purely on skin color - to hell with the content of their character as their character is irrelevant. It is about punishing people for something their ancestors may (or may not) have done over 100 years ago. It is about focusing on people's failures instead of their accomplishments. And now, many organizations have a DEI group to oversee DEI. But, as a general rule, those groups now create controversy and division to justify their positions in the organization. In general, something that was originally created to improve organizations is now being used to hurt organizations. Like it or not, that is the sad truth.

This sounds like a great way to move the campus forward, and get rid of a lot of the frustrating red tape associated with student life. I particularly appreciate the effort to include the community more; there is a definite divide in BCS between students and former students/community members. More inclusion in the campus family would only make former students feel more included (and more likely to remain engaged) and foster better feelings from the general population. I only wish to comment on the topic of "diversity, equity, and inclusion (DEI) efforts." A&M must always remain an institution of "meritocracy." We must never sacrifice rewarding and furthering merit in pursuit of the nebulous goal of "diversity, equity, and inclusion." Skin tone is completely irrelevant to A&M's core values.

Adding to general feedback, as a minority female former student who came from out of state for grad school, it was VERY clear that A&M biggest threat is its "conservative values" as that always came at the expense of growing its diverse populations. I felt out of place there. Having Breakaway Ministries at Reed Arena is a big red flag and threat to alleviating that negative culture. If I was looking at the state of Texas for undergrad now, I would not consider A&M.

Overall, I feel there are many good ideas in this report. However, I really feel if you want to maximize Texas A&M's contribution to Texas, America, and the world, keep the focus on where we are changing the world already, and where the demand will be for years to come. Let's further the impact of our Engineering programs, and not divert critical funds to areas where we will never be a significant university - e.g. School of Performing Arts.

My main comment is if this report is followed then you will continue to see former students slow or eliminate our contributions. A&M needs to not be like other "woke" schools, in fact we need to eliminate that part of wokeness we have allowed into the system. Affirmative action ended a long time ago. Admittance to our school should be on merit and nothing else. It's disappointing to see we wasted a ton of money on a report to get to a specific response.

Texas A&M requires a total transformation to survive in the coming decade. Equal and separate focus must be placed on the student and their readiness, wholly separate focus from research. Today, research receives 90%+ of the focus. This must be developed with extreme focus on geopolitical trends (Great Power Competition) that will greatly shape and dictate the future of the US, world, and Texas A&M in the next decade and later. The consulting firm failed to address these most important critical success factors. (I'm an Aggie management consulting executive).

SWOT points: The Aggie culture is the most important strength, it is the catalyst for all other strengths and more importantly, the Aggie Network. Limited financial resources? What are y'all wasting all the money on? My DEGREE costs less than one full year at A&M now. Change for change's sake is not wise, the Aggie culture is what makes the higher education received at A&M more valuable to "the real world", both corporate and public. Hybrid classes/options should be the norm going forward. There should be little difference between lectures of in person and online. Labs, practicals, and research classes would not need to meet the same type of compatibility due to the obvious differences. The only Diversity which should matter is the Diversity of MERIT. Hiring, recruiting, or "climatizing" based upon non-MERIT based factors such as race, color, nationality, sexual orientation, financial status, etc. are DISCRIMINATORY practices. A&M does not need to EXCLUDE to INCLUDE. The A&M SYSTEM should look at a cross-platform incentive to allow MERIT based moves within the system, making it easier for transfers within the system, it is rare for transfers from PVAMU and A&M for example.

I read this entire report and determined basically Texas A&M is too big for it's britches. Furthermore, there are too

many departments with too many heads and levels of staff. What is needed in my opinion is more and better trained people on the lower levels dealing with students and instructors. My time at A&M things have changed and there was little place for the instructors to get assistance. That has changed but is that going backwards at this time because there are too many levels again, let's call it fluff and where the rubber meets the road not enough rubber as to say. As a general overview it appears positions were added to fill a void, but was that the right step. No, but it solved that problem immediately, finger in the dike not fixing the problem for the long term. Basically pawn to King-4 opening. My suggestion would be to hire another firm with the same mission as this original firms and compare. I think the results would be different. In fact I am sure the results would be different. I wouldn't want this report to guide the future of A&M,

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May I suggest the input that the geosciences career fair invites companies that are actually hiring? I am at a loss as to why the Geology and Geophysics department believes it is acceptable to hold an already sparse career fair with numerous companies that aren't hiring. That is like going to a restaurant that doesn't serve food. I believe this is emblematic of the department in general, little to no focus on career prospects. My impression is that the department teaches the same recycled curriculum from last century while believing the false premise that an oil company will pick up the slack and hire graduates for the sole reason of having a degree from TAMU. I understand if this was true in the past but times have changed and this is no longer the case. As you can see from the drastic declines in Geology and Geophysics enrollment at TAMU, people are starting to realize that a geoscience degree mostly qualifies you to be a fry cook at Arby's. Regards, [REDACTED] Class of 2014

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I think that the abandonment of preference in legacy applications for undergraduate students in the recent past was a dreadful mistake. I'm not a legacy student, nor will my children attend A&M. But as a student, grad student, and eventually faculty at the university - I believe that the legacy of Texas A&M was its strong legacy base. Few other institutions have as strong a history as A&M. And that history was forged by students, their sons, and their grandchildren over the first 100 years. While we need to be inclusive of the state's eligible students who apply based on their academics and class placement, putting additional other constraints on admissions before legacy I feel is wrong. Don't turn our backs on the "family" aspect that formed the school and its deep roots in Eastern Texas. Bring back a preference for legacy candidates as long as they meet basic academic requirements.

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I feel that Texas A&M has lost touch with the current demographic of its student body and is trying to operate as if its the 1950's. I'm very disappointed that Texas A&M hasn't kept pace with the changing world.

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The general theme of better coordination and centralization is badly needed as the university has grown exponentially. One word of caution would be to try to maintain a balance of centralization without losing the ability for individual creativity and entrepreneurship within units so the total system is not stifled by too much control at the top! Better coordination and efficiency are admirable goals but should not be enforced at the expense of losing the ability to react, change, and grow as the world changes.

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The University should take positive steps to maintain their reputation as a champion of free speech. See <https://www.thefire.org/>

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I chose A&M because of its reputation as a more conservative school. Many of the recommendations presented in the auditor's report are centered around DEI initiatives. While those initiatives are an important part of any university's modern plan, great care should be taken to retain the traditions that have kept A&M strong over the years. DEI as a part of our existing culture is the right move. Changing our culture into a model that looks more like our friends in Austin would be the wrong approach. There is a common sense approach to solving these issues, and I would strongly support initiatives that focus on equality of opportunity, while limiting mandates on equality of outcomes.

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I see a trend in this report toward more actions on Equality, diversity, etc. This CANNOT become a mask for false political correctness goals. Admission and faculty recruiting must be based on merit. Some small amount of reserved spots for improving diversity is fine, but large affirmative action type programs and goals have proven not to work and will drag A&M's reputation and impact down. My firm hope is that people succeed on their abilities and hard work at A&M, like I did. Do not give way to allowing cancel culture to win. The desecration of Sully Ross statue is an example. Do not teach fringe theories based on marxism and socialism except as an informational part of world wide types of governments. And ABOVE ALL if faculty, individuals, or student organizations are discovered to be fomenting hate through a particular political agenda, they should be fired or banned. Do not destroy our traditions, take down statues, change building names, change song lyrics, or remove courses for political correctness. If so, you will be cowards.

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I think the following statement is inaccurate and is based on a sensitive opinion of very few: "The Aggie culture impinges



upon the potential for change within the university. The notion of an all-male, military component of the school impinges upon the culture of higher education." Is the Corps advertised as all-male? No. Should there be stronger marketing to ensure that the target population understands the the Corps is not only-male? Yes. But an all-male concept does not negatively affect the perceived level of education received at Texas A&M. The past culture of A&M, especially the Corps, which is a founding component of the university, should be embraced, celebrated, adapt to change, and be viewed in a positive light.

I strongly urge you to reject any and all DEI initiatives, especially those focused on so called "equity". These are toxic, Marxist ideas that will slowly erode this institution from within. Focus on what TAMU does best: educating students and performing world class research. Everything else is a distraction. Reject Marxism at every turn. Question the conventional. Is diversity really a goal worth pursuing? For what reason? Diversity for it's own sake is senseless. Equity ought to be rejected in all forms. Inclusion is a purposefully (and dangerously) vague and overly broad term. In essence, it is meaningless. To say you promote "inclusion" is a waste of space and breath. Come up with something original and separate yourselves from the common and the mundane.

Please remove anything and everything related to DEI. it is inherently racist to its core, although purporting to be exactly the opposite. Texas A&M has long had processes in place that advance its diversity in all areas, even dating back to when I was a student.

I DONT want TAMU just to be the greatest institution of higher learning: what America needs is be LEADERSHIP academy. Great leaders are not pure Republican, democrat, woke, BLM, antifa, socialist, communist; they serve the greater good.

Great university, with a brotherhood matched no where in this world short of the Marines, possibly.

Please continue to invest resources in the Career Center and Financial Aid offices to ease student debt burden, increase access to scholarships, and place students in relevant jobs during college and after.

My most recent associate with TAMU has been via my special needs son attending Project LEAP. This program is beyond fantastic and I hope it and its related programs (WACO, etc) can continue for years to come.

Don't follow the recommendations that try to make Texas A&M like other universities instead of focusing on what makes A&M uniquely successful. Our heritage is in Agriculture, Engineering and the Sciences, not in Liberal and Performing Arts. If students desire education in those areas,, let them seek it at places that are based on those disciplines.

Whenever I read reports from universities regarding DEI efforts, I never see any comments regarding diversity of thought. How many teachers/staff are Democrats? How many are Republicans? How many are Independent? Does that percentage mirror the breakdown of the overall American population? Does it mirror the state of Texas? In my experience having attended Texas A&M and worked at SMU in Dallas, the vast majority of faculty are leftists. Anyone with an independent, conservative, or even classical liberal lean are ostracized. These days debate and discussion isn't allowed, but safe spaces are. If Texas A&M is going to continue to be the best in the country, diversity must be encouraged. But discussion and giving students different viewpoints from both sides of the aisle is equally essential. Thanks and gig 'em.

Please listen to most if not all of the firm's information. As a past student leader, I saw student need for these sorts of changes. I just hope the school will actually listen and make the changes needed to be efficient and increase the ability to be student-oriented.

I am both a former student and a former staff member. I absolutely loved my time at Texas A&M in both capacities but am not impressed that a report that we surely spent 100s of thousands of dollars on is telling you exactly what we already knew: things need to change at Texas A&M. I was continually challenged while working at Texas A&M with just how little had been done to change the culture/processes, and just how much power was given to certain groups because "that's the Aggie way". Texas A&M is positioned to be not only the largest college in the country, but it is positioned to have one of the worse downfalls if things cannot be fixed. There are way too many people at the university that are complacent in their jobs and there are too many people at Texas A&M that are being underutilized. Succession plans MUST be put into place as well as better focus on the development of staff and faculty that are not in senior positions. Texas A&M was my fifth place of employment within higher education and it is light years behind the other places I have worked. We have the money, we have the resources, we have the staff. I hope that our new president is able to shake things up and make the staff/faculty experience at Texas A&M just as much of a focus as the student and tenured faculty experience.

Bring back Community Development as a major.

A&M should focus on its flagship academics such as the stem fields and not waste resources on unemployable degrees and dying fields like journalism.

One of the weaknesses in the SWOT analysis states "The Aggie culture impinges upon the potential for change within the university." Is this truly a weakness or a major reason students and parents choose TAMU over other institutions? Parents more than ever worry about where they send their young adults and the Aggie culture is one of its greatest strengths in resisting what many throughout the state believe to be dangerous and divisive cultures entering into university curriculum. Does Texas A&M need to be like every other university out there? We've made great progress in become more inclusive, and it has been a driving force derived from our culture, not a hindrance. We love Texas A&M because of its tradition and culture, not because we are trying to become Cal Berkley.

## General Feedback - Other

Please provide your comments related to general feedback, process, or other sections not listed above:

I see lots of mention of diversity (& inclusion). TAMU needs to concentrate of recruiting and accepting students who model the Aggie values of honor, integrity, discipline, service, courage and so much more. Forget political correctness. TAMU is better than that. Prospective students should want to be Aggies. Not to change what an Aggie is. There is nothing to be gained by bending to what a very few in society try to convince the rest of us is desired/in vogue/fair/whatever. And while we are at it, we are going to have to curb growth. It is hard to turn applicants away. More students equals more money, but at some point the quality of the education/experience is affected. Thanks for reading. Gig 'em.

I am excited that TAMU is looking to reorganize, consolidate and improve our management of assets and talent. Their is a lot of good input and the pursuit of excellence is evident. Please don't throw the baby out with the bathwater. Many things need to be updated and growing pains will be experienced in this process. Thank you for being mindful in your deliberations. Thank you for letting me air my concerns. Gig 'em and God Bless Texas A&M University. [REDACTED] '80

N/A

Thank you for the opportunity to review and comment on Comprehensive Review Final Report. This is an expansive document, so my thoughts will be limited to those areas with which I have personal opinions and professional experience.

TAMU could have done a better job in demonstrating their community focus by requiring COVID testing prior to the start of the school year and sending out clear, consistent messages about mitigation efforts before students came to campus - as evidenced by the significant number of students testing positive for COVID after they had already been on campus. Regardless of your political or religious views, taking care of each other and the community seems to be the Aggie spirit but this is not what we observed. The reality is that the BCS community at large is unable to handle any increase in university medical needs. In order to be good stewards of your community medical services, TAMU needs to respect the limitations and be diligent in mitigating the spread of illness and consider how many students health needs can be supported in your community as a growth factor.

The executive summary's assertion that some respondents believe IDEA resources would be better utilized by "invest[ing] in education-focused endeavors for the entire student population" seems to deeply inform the report's proposed realignments. Yet this claim perpetuates a fundamental misunderstanding that far too many people hold about IDEA work in higher education. Diversity and inclusion, and even more specifically, intercultural competency benefits everyone in the institution because it requires each of us to gain a deeper understanding of our cultural identities and how we are situated in the world. As a result, it broadens our capacity to effectively engage with a wide range of people across cultural differences and commonalities as well as troubles white normativity as the institution's default identity position. Taking actions that develop a more diverse and inclusive campus enables all campus stakeholders to more fully engage with the institution's mission to serve all of the people of Texas. I'm also concerned about this claim's suggestion that IDEA is somehow not an education-focused endeavor. Enhancing climate turns on educating the community about IDEA work, incentivizing IDEA work and, most importantly, holding all campus

community members accountable for engaging in this work. The institution can enroll and hire minoritized students, faculty and staff, but if the campus climate isn't healthy meaning that it is not inclusive or welcoming to people who do not hold the campus' historically dominant identities, it will be increasingly difficult to retain people who do not hold those historically dominant identities. That's why centering climate and equity are crucial to the success of all of the proposed structures. As the realignment moves forward, I hope leadership will implement climate and equity accountability tools across units. Helping the institution to better reflect the state's demographics is a goal that all units should own. The Emerging HSI Office is a wonderful example of an equity-minded approach to recruitment and enrollment and I hope there will be an equally energetic effort to address the institution's persistently low enrollment of Black students in College Station and in Galveston. The executive summary also contends that "the student experience at Galveston is separate and unique from College Station and has various levels of connectedness with the College Station campus." It goes on to assert that "improved connection with the TAMU College Station campus is expected with the centralization of TAMU's Division of Marketing and Communications and the development of a strategic communications plan. Increased collaboration with TAMU Student Affairs and the TAMU Office for Diversity is necessary to ensure Galveston students, faculty, and staff receive the true Aggie experience and available training and support." As the reorganization moves forward, I look forward to learning more about what such collaborations might look like beyond the existing partnerships with the units mentioned here, as well as learning what constitutes "the true Aggie experience" and how TAMUG might provide it. I hope that moving forward the Galveston campus will be more fully engaged and included in the process.

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We had a great staff keeping A&M looking good. High morale. Good jobs for the local economy and for people of color and their families. Then A&M got rid of them with false promises of continued good jobs, etc. A&M lost a lot of respect in Brazos Country for that cost-saving measure that hurt hundreds of real families -- but not important people. Please try to avoid such ugly decisions in the future. A&M is beloved by many. Some of us gave it 40 years of our lives. It is not god and it f\*cks up now and then. Try to be good, not just clever.

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Financial Aid Office~ I am sure there is an overwhelming number of people reaching out for assistance, but it is much more efficient to actually have people available to answer the phone. We had a simple question about my daughters student loan not being applied. Even though we may not be available when someone decided to finally call back (most people call when they have time), we got "in line" 3 times (never did get a call back) and e-mailed (got an automated response that did not answer question or help). Also followed the frequently asked questions and tried questioning that way and was basically told to call the financial aid office. Why have a phone number if no one ever answers? My daughter ended up walking in and yes it was a simple fix. It seems like all that you have in place would be helpful but it was a huge waste of time and never did lead to resolution. Thank you for adding this to the list of concerns/complaints for consideration as you plan for improvement. After all, it is about serving the students that are paying for your help.

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My daughter was a transfer from Blinn this last semester. She was very excited about finally having an advisor that showed understanding and compassion. Well, at least she was! A requirement for a class was to meet with her advisor, she scheduled three appointments and they were all cancelled. The final cancellation was on the final day. To top that, it turns out one of the classes she was told was required was actually the wrong class.

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Thank you for the opportunity to weigh in on this report. As an Interim Dean, I stand ready to support our directions forward and help lead our implementation processes when provided.

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Stronger rules regarding COVID. Help keep our professors and students safe. Encourage mask wearing and vaccination. More PSA announcements on efficiency and safety of vaccines. Some students still think the vaccine affects future fertility. Thank you!

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One thing that jumped out at me from the report was the discussion about A&M's student body not reflecting the state demographics. I believe every student should have equal opportunity to attend college, including the most sought after public institutions in our state. Education is the best way out of difficult circumstances. My concern was in the insinuation that something needed to be done to ensure that the state's demographics are reflected in admissions. The top 10% rule already seeks to achieve this by ensuring that students from all parts of the state, that have achieved that academic standard, have a chance to attend A&M, regardless of their overall academic fitness. The challenge is that the rule also hurts very academically qualified students that attend high schools where the top 10% only captures a portion of their academically qualified students. Further trying to force the demographic for the sake of demographics would likely result in less qualified students being accepted over more qualified non minority students. I would argue that the best way to address this issue is the states K-12 schools. Efforts need to be made there to prepare students better that come from heavily minority communities. This is not a college admissions problem, this is a general education problem.

Education is not equal from one community to the next. Those with resources seek to buy homes in the best school zones or districts. Please don't further manipulate the admissions process. Instead, consider how A&M can, as a research institution, help to seek solutions in the K-12 education community. The goal is worthy, but one has to address the problem where it is actually at.

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Advising, or lack of, has been an overwhelming and very stressful process at this school. Very hard to reach advisors, and many cancelled appointments and unreturned emails. We feel that our daughter has not received the guidance she deserves. This has been an issue since the moment she was admitted. Very disappointed with this process. Daughter had to register without getting the advising that she needed. In addition, school is collaborating with Blinn that is offering way too many 8 week week courses and on line courses. This has not been a good experience, especially when it is a math or science course. When you add that fact that she must coordinate between 2 schools and advisors who are difficult to reach, it is very stressful. We are a Texas Tech Red Raider family who completely wanted to convert and love all things Aggie. However, our experience with how Tech handled initial advising and how TAMU handled it has been a huge difference and not in a positive way. I hope you will take these comments to heart. Thank you.

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As a parent of a current student, I can say I'm "moderately" satisfied with the value and quality of education that my Aggie is getting (he's in the College of Engineering), and I'm not sure I agree with those polled that Texas A&M is "headed in the right direction." I say "moderately" satisfied because of the simple reality that TAMU is enormously large in enrollment and cannot seem to adequately manage classes for students. First, not enough in-person classes are offered for the upper-level, necessary classes, which forces our students to enroll in online classes (VERY unwanted by a lot of upperclass students). This is VERY stressful for our students. We parents are very frustrated that the tuition cost remains \$600/credit hour for these online classes. Second, our students often complain that they are unable to get in contact with (or hear back from) their Advisors. The professors in the College of Engineering are notorious for being terrible/unreachable advisors. This is a large complaint (and stressor) of our students! Third, communication with professors in general - every day, on multiple social media groups for TAMU parents, I read posts of parents desperately reaching out to other parents, begging for advice on behalf of their students who have an issue needing a resolution. These students have attempted to reach the professor with no luck. Again, I believe these are all issues of TAMU growing too big. It seems the professors have little motivation to really partner with and mentor the students (in general). I mention that I don't think TAMU is headed in the right direction in part due to the enormous enrollment numbers and limited capacity of buildings, professors and classes. I also say this because I do NOT feel there needs to be such a focus on "inclusion and equity." Diversity is a wonderful thing, and TAMU does well in attracting a diverse population, but "inclusion and equity" are not appropriate to focus taxpayer/parent dollars on. Students should, by their merit alone, be accepted to our great university. When recruitment and admissions focus on gender or sexuality, or drastic life circumstances, then we lose the purely competitive nature of admissions to TAMU as an upper-level academic institution. I do NOT think A&M should jump on this "inclusion and equity" bandwagon of "woke" institutions. Focus on the greatness in students that has built Texas A&M since 1876 - talent, academics, and the RELLIS qualities of our wonderful students, both current and future.

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In person classes are a must and virtual classes should be limited. The TAMU experience is not online. The world expects highly qualified and educated students when they are a graduate of Texas A&M. Many of the students are able to pass online but have not truly mastered the subject material. There is limited debate and networking opportunities online.

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Covid obviously disrupted everyone's lives, but my son still has 4 out of 5 classes online. He did not declare to be a distance learner, yet he can't get in person classes. Too many offered online for the amount of tuition we pay! This needs to be corrected!

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This reorganization plan is brilliant. Kudos.

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As an Aggie, and parent of current students, I could not be more proud of all that A&M has achieved in the last 30 years. The issues the report calls out are often visible from the outside. A&M needs to make some bold changes while maintaining its core values that make it so special.

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Organizational change management is a discipline just like project management. To be successful, you have to have Organizational Change Managers and a plan. Otherwise, you will fail. Further, you must plan for OPERATING the org before, during and after the change. Having Objectives and Key Results (OKR's) is one way to drive the top level and KPI's are a way of driving the tactical (hands-on) level. Having the senior-most leadership actively participate in the creation, monitoring, reviewing of those metrics is also critical. Assigning it to a Chief of Staff sends the wrong message

to everyone in the organization. Leaders lead from the front, and eat last. You must model the behavior you seek in order to increase your odds of success in implementing so many changes over the course of your tenure.

I thank Dr. Banks for sharing the MGT report and offering the opportunity for feedback. I am not involved in higher education, so I don't know A&M's present SWOT. That means I don't know how the MGT report might impact A&M positively and/or negatively. I am disappointed that Dr. Banks was not available to be the featured speaker at the 2021 Bryan/College Station chamber of commerce annual banquet. Don't know if she knew when she accepted the position she had a conflict for November 8, 2021 or if the invitation was not offered until after she had committed to something else. Has she made any public appearances other than being seen at football games? While A&M is a worldwide brand, I have been here long enough to wish that three presidents and three interims would have or will schedule time to mix with the locals.

Look forward to the implementation of some of these changes

Given the profound nature of the proposed changes for the Department of Political Science, I think it was ill-advised to not consult with the leadership of the same. I hope that my faculty and I will be included in the implementation of the proposed changes.

As [REDACTED], I want to emphasize the following: The University Libraries has been working on a new strategic plan. We have identified three primary strategic priorities that I believe are reflected in the MGT report and TAMU values: Advance Student Success, Partner in Innovative Research, Cultivate a Dynamic Library Organization. As the Libraries continue to finalize our strategic planning, we are also starting the foundation for a space strategic plan. As part of the space planning, we are creating Building Modeling Plans for the Libraries that we hope to be used as an example of recording, curating, and utilizing facility-related data in an innovative way. These plans will also allow us to assess and review our library spaces with user needs as the top priority. The Libraries has an understanding of what University Administration values in the larger organization and mission of TAMU. Using the two University Libraries strategic plans and using the MGT report, I suggest that rather than moving forward with the MGT report recommendations for the Libraries, that the Libraries contract with a consulting firm that specializes in library assessment and planning. Together, the Libraries and the University Administration can work to continue supporting the academic excellence of our students and the research needs of our faculty.

1) A very big part of A&M's value and legacy for 150 years is that we've been unique. We've been able to compete and surpass our competitors by doing what's right in terms of applying the sciences during the education part of our lives and then applying that education in developing our communities...locally, regionally, nationally and internationally. I fear that we're in danger of losing that uniqueness. We don't need to compare or pattern ourselves to other universities...they need to compare and pattern themselves to us. I take exception to the consultant referencing other universities as benchmarks for A&M...especially 2nd tier schools. With all due respect...i don't care what other schools are doing...A&M has been a leader for 150 years without using other schools as benchmarks. 2) i have personally known A&M for over 50 years. A&M has always been inclusive. We had students from all walks of life when i attended A&M more than 50 years ago...and its gotten better without the BLM movement. It's never been...we are the black Aggies, the black Aggies are we....or we are the Hispanic Aggies, the Hispanics Aggies are we....or we are Asian Aggies, the Asian Aggies are we. This thought process needs to be reversed!!! Past administrations have sanctioned and even promoted this trend without taking the opportunity to emphasize.....WE ARE AGGIES, THE AGGIES ARE WE!!!!

As a retired TAMU: tenured faculty member; masters program coordinator; endowed professor; research center associate director, University Grievance Committee chair, faculty senator & College of Architecture faculty senate caucus leader, I have carefully reviewed and reflected on the MGT/M+CG Comprehensive Review Final Report dated 19 October, 2021, and find its recommendations both sound and compelling. Their adoption and implementation by President Banks holds the real potential to enhance Aggie student, staff, faculty, and alumni well being.

My understanding of the organization of universities is fairly limited as I have not worked in a university environment. I have spoken only to what I know best as a graduate in Landscape Architecture and 35 years in professional practice in one of the largest LA firms in Texas. We hire a TAMU graduate almost every year so we have a good understanding of the strengths of the LA department and College of Architecture and have many excellent success stories with those graduates. One last comment, it seems that the Recommendations in general are campus wide. Certain universities are known for different strengths. As I read through all the recommendations, the phrase comes to mind - we can't be all things to all people.

As the Trustee for the Texas Chapter of the American Society of Landscape Architects, I must take issue with the lack of information made available regarding the education of our future professional leaders. I understand if the University is not compelled to reach out to it's alum and professionals who have taken it on the volunteerism to shape and guide Landscape Architecture in as it relates to Global, Societal, Regional and HSW of the population.

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With all change, a lot of us are not always a fan. I just ask that you keep the true meaning of attending Texas A&M in the forefront of your decisions. Like I stated above, this will not effect my daughter, but it will effect many students in the future. The true meaning of brining unique and an Aggie go hand in hand.

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Please don't rush to make change for the sake of change alone. Much of the rationale for change discussed in the report seemed to be to "better align with peer institutions" which is a weak reason. Focus change on underperforming areas. Stay the course and fine tune the areas that are working well.

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In general, centralization tends to lead to more bureaucracy, less efficiency, and less ability to be nimble and address issues specific to a community, department, etc.

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In general, do not change the culture that TAMU is known for. At all costs, do not change anything that turns TAMU into another t.u.

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It is disconcerting to me to observe this move to centralize and neutralize the effectiveness of programs that were established at TAMU and have served as industry leaders, in order for them to fit a mold in an academic world and continue to loose the ability to be cutting edge in the real world. I implore this report to reflect input that this pendulum swing may represent current politics in academia but does not reflect the highly effective programs established by land grant schools and the needs in our world today.

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My opinion on moving Construction Science Dept to the Engineering Dept. I feel moving the Construction Science Dept to the Engineering Dept will be a mistake. The move would eliminate the personal/small feel the dept has and the students strive in. They will be lost in the thousands of students in engineering. The majority of students currently in CoSci would probably not have been accepted into engineering where they could studying the field they love- construction science. After the first year of ETAM the majority of students that go into CoSci Engineering will be the students that couldn't get into the engineering major they wanted. The engineering dept will not be getting students that love/want construction science you will be getting the students whose grades didn't make the cut for their 1st or 2nd choice engineering major. I hope you consider all comments and opinions from parent and former students. Thank you for your time. [REDACTED].

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- Impact to curriculum – Concern that core engineering curriculum hours may take the place of current courses tailored to producing the very best well prepared construction professionals, including the right mix of finance, accounting, management, law, communications, etc.
- Loss of interdisciplinary collaboration with architecture students – the majority of COSC graduates work in the vertical building industries where projects are led by architects (not engineers).
- Impact to the type and character of students we recruit – if admission requirements for COSC students are raised to the standards for engineering students there is a possibility that we may lose "blue collar", "1st generation" and "make it happen" students. Did you know 24% of the current COSC students are 1st generation minority students?
- CIAC's influence may be scaled back – for many decades the CIAC has influenced the department to adapt to fit the ever changing environment of our industry. The College of Architecture has welcomed and encouraged CIAC's influence on the department, but other universities where the construction department falls within the College of Engineering have strictly limited the involvement of a CIAC. In addition the CIAC supports the department with financial contributions each year that may be re-directed in the College of Engineering.
- Impact to the faculty – Many of the best COSC faculty members are former industry members who do not hold doctorate degrees. There is concern that the College of Engineering may steer toward faculty with academia tenure and certification rather than industry experience.

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It is our position as the Landscape Architecture Professional Advisory Board that the proposed Academic Realignment would weaken the College Of Architecture rather than strengthen it. The departments of Construction Science and Visualization are integral with the colleges and professions of Architecture and Landscape Architecture, Urban Planning and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

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and Interior Design. The synergy and support that each department gives the other is not readily understood by the outsider but is evident to the students and professionals of our respective trades. We ask that a deeper understanding of this connection be sought out by the University and its consultants before moving on any recommendation.

This seems like a good idea to improve the university. TAMU is already a very good engineering school. Only suggestion I have is to include anonymous feedback from faculty candidates after their visit to TAMU.

Thank you for recognizing the need to invest in the arts and sciences and the libraries. These areas rarely receive the attention they deserve. Investing in these areas will elevate all academics at A&M through stronger general education and libraries.

Search out bureaucracy, and kill it where you find it!!!! There is a lot of needless bureaucracy at A&M that could/should be identified and eliminated. Maybe some sort of an incentive program to search out and make recommendations.

"The student experience at Galveston is separate and unique from College Station and has various levels of connectedness with the College Station campus. Improved connection with the TAMU College Station campus is expected with the centralization of TAMU's Division of Marketing and Communications and the development of a strategic communications plan. Increased collaboration with TAMU Student Affairs and the TAMU Office for Diversity is necessary to ensure Galveston students, faculty, and staff receive the true Aggie experience and available training and support. " TAMUG is unique, especially for license option students. The license option programs' purpose is to produce knowledgeable merchant mariners. I hope the centralization of marketing, communication, communications, and increased collaboration with College Station's Student Affairs & Office of Diversity does not lose sight of this uniqueness & purpose. Bigger is not always better. I read the phrase "other universities" too much in this report. A&M is not like other universities, nor should it be. Although I do understand that change can be for the better. Just be careful not to change for the wrong reasons. MANY parents of current students have their kids at A&M for the core values & the focus on EDUCATION (not special interest groups, not what is politically popular today) that will be worth something in the workforce when they graduate. Please do not lose sight of these values and become like so many other universities.

There is a lot of material in the report that makes sense, but some of the centralization suggested seems to be based on the idea that such a move will automatically result in improved efficiency and cost savings, with no regard for any other likely effect. There is also much in the report that is not said. One such item is governance. The existing Colleges of Engineering and AgriLife are led by Vice-Chancellors, not Deans. Who will lead the new College of Liberal Arts and Science and the Institute of Biological Life Sciences? And what then happens to the remaining colleges that are not mentioned? Where do units such as TEES, TAES, and SRS fit in the new structure? They are not mentioned as far as I can see, yet are vital to the research activities within the university.

Stop the students from vaping on campus as they walk around.

The Management Report is based on surveys with extensive feedback by faculty, staff, students and former students which is a very good basis for the review and recommendations. As a member of the International Advisory Board for 20 years, myself and fellow Board members were always impressed with the professional quality of the faculty and staff members who made impressive presentations during our sessions. However, we also had continuous problems to understand the organizational structure of the management and operations of the university and its colleges. We felt that there were many overlaps of responsibilities and activities and a pretty slow decision making process. The Management Report confirms that impression and gives good reasons for it. It finds that many functions are duplicated and competing between the main management unit and many others in the colleges and other organizational units. Therefore it recommends that certain responsibilities as for student affairs, finance/business services, information technology, human resources, libraries, biology and others should be concentrated in the main management unit and removed from all others.. That is an excellent approach and will hopefully be implemented by the new President. I also support and very much like the recommendation to strengthen and expand the Bush School, the formation of which our Board has observed from inception.

Well, this won't be popular. Stop spending money on Aggie Football. You are effectively running a professional farm league for the NFL. The University is complicit in the exploitation of these young men - it's terrible. Call it exactly what it is. A way to give young men, predominantly minorities, Traumatic Brain Injuries all while lining the pockets of A&M. If research is important give the money there. In 20 years you will have a monument to a game that is irrelevant.

The report is not "tinkering around the edges" by any means. I applaud TAMU leadership for supporting such a comprehensive, all-encompassing review of the university.

The on campus and virtual career fair for the liberal arts students is terrible. There are so many companies for engineering and business but liberal arts sad.

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N/A

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In general, I was surprised at the heavy budget and monetary focus of this report. Although financial efficiency is valuable, the true goal of any university should be academic prestige and high-quality student education. This report did not touch on those topics at all. A university of Texas A&M's size and renown should be focused on strengthening their academics and innovating to better the future. I'm also not convinced all of the suggested recommendations will prove financially worth the hassle. I hope that additional research, either by a third party or some sort of task force, would consider the academic effects of these recommendations, which will likely be numerous. Finally, from an academic lens, I think this report provides quantitative and qualitative information, which can be valuable, but just like any other academic study, quantitative and qualitative data is not infallible, and the collective knowledge of peer reviewers and experts in the field is valuable. I hope that these findings are compared to the academic literature on higher education, that other experts are consulted, and that the data is analyzed with a fine-toothed comb before any recommendations are implemented.

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You should try establishing an online version of Texas A&M similar to Purdue University Global, University of Maryland Global, Colorado State University Global, and University of Arizona Global. This way you can establish Texas A&M programs that are accessible worldwide so anyone can be an Aggie. I originally wanted to go to Texas A&M but I decided to take an ediscovery program at Texas A&M International since it was online and less expensive. If Texas A&M offered online Associates, Bachelors, Masters and Doctorate programs like the ones at Purdue, University of Maryland, Colorado State University, and University of Arizona, I would be more interested to attend Texas A&M along with thousands, if not millions of other prospective students.

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The College of Architecture. You want to be competitive on the world stage yet you have a college called, "The College of Architecture" yet you do not have a bachelor degree of "Architecture". It was like that when I went to grad school here 25 years ago. And it's still like that! All this talk of change and NOT ONCE has anyone said, "We're going to provide the 2-3 extra classes necessary to make sure you are graduating with a Bachelor's of Architecture instead of a Bachelor's of Environmental Design." Because I received a B.S. of Architecture at another school, when I came to A&M to start grad school I had completed all the courses necessary to start my degree. However, all the grad students who had graduate from A&M only had an "Environmental Design" degree. They had to take 2-3 extra courses to get to the level of a Bachelor of Architecture while working on their masters courses. How backwards is that?!?! "Degree of Environmental Design", what is that? I run my own business now and if I had someone coming to me with an Environmental Design degree and someone else coming to me with a Bachelor of Architecture degree I would chose the B.A. immediately. It's not fair to the "Architecture" students to go through the "School of Architecture" and not receive an actual degree of Architecture!

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More need to include engineering fields related to non carbon emitting new energy sources. A&M has all the expertise it needs to be a world leader in clean energy and environmental sustainability. If it does not take the lead in these areas it will not achieve the status of world class University.

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My enthusiastic support for Dr. Banks' ascension to A&M President was cemented by my observation of her transformation of the College of Engineering. Her steadfast determination to increase both the quality and quantity of Engineering Graduates, consistent with the objectives for TAMU as a Land-Grant University is an example of true leadership. In the face of an academia mindset I would largely define as "exclusivity equating to excellence" - Dr. Banks took an unpopular and yet pragmatic leadership position. The College of Engineering today - to her credit - is both larger in size - and of higher quality in terms of graduating students better able to support the business demands of our Global Economy. With that backdrop, I fully expected this Consultancy Report to address the elephant-in-the-room for TAMU, specifically - the diametrically opposed approach being pursued by the Mays College of Business. Mays, by my observation, continues to revel in the number of Business school candidates that it disqualifies each year vs. endeavoring to increase both the quality and quantity of graduates. With no disrespect toward recommendations to improve the Visual & Performing Arts degrees at A&M, why is this topic prioritized ? By my reading (and I endeavored to read all 133 pages of the report), there were zero observations or recommendations regarding the College of Business. This is a miss that Dr. Banks will, unfortunately, need to shoulder without the support of MGT's analysis.

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Banks is the chancellor's pick to make massive changes...she is consolidating power...building her image of A&M...says everything implemented by Sept 1...doubt seriously input will be taken seriously. My bet is that she and chancellor



basically dictated the final report.

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Get rid of the VP for Diversity and the entire office. I have never known what it does but suggest that A&M is politically correct.

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In general there needs to be greater collaboration of all system members and TAMU. This can lead to more degree plan offerings, research opportunities and a greater community involvement. TAMU already has a history of public service greater collaboration as described would only further that.

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I'm not 100% sure where the comment belongs, but I'm disappointed the report did not address systemic racism, especially prevalent in the Corps, as well as the fact that this is 2021 and the ENTIRE military is gender-integrated, but the Corps of Cadets continues to have all-male units. What does this teach these students? That it is OK to exclude half our population? That it is OK to embrace male supremacy? Something else? This absolutely needs to stop along with the racism. Come on man, let's get your act together and address these issues.

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TAMU is special because it remains focused on educating students for various careers and hasn't fully embraced woke culture. Please continue your unique role.

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What an interesting and thorough report. I have two comments. First, there is much in the report regarding diversity. I think it's overly simplistic to say that our student body, as a percentage, should mirror the racial demographic breakdown in the State. I note with interest that the focus is on black and Latino populations, not the other racial ethnic groups in the state (Asian, Native American, etc.). It also doesn't take in to consideration the percentages within each demographic that attend college. Hypothetically, that 25% Latino student population at A&M may be far more than our fair share if few Latinos attend college. In short, I fully support diversity. I do NOT support diversity when solely defined by skin color. Poverty comes in all colors, for example. Education won't change anyone's skin color, but it WILL break the cycle of poverty. Second, I'm struck by how often the phrase "peer institutions" is used. It kind of reminds me of when I was a child and my parents telling me, "Just because everyone is jumping off the cliff doesn't mean you should". My aspiration for A&M is not to climb the US News and World Report college rankings. To do so presumes that those above us are doing it the "right" way. Rather, we should aspire to set a new standard that all of those schools aspire to follow. As former A&M President Robert Gates said, "A&M is a unique American Institution". That uniqueness makes our students in great demand in public and private industry. Rather than trying to be like everyone else, and somehow doing it better, we should be innovating ways to set the new standard for higher education in America. I don't now enough about the issues to comment on the specific recommendations, I just hope that we use as a guiding principle that whatever we do puts us on a path to become the university of the future, the one everyone else wants to emulate.

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We need to advertise our core values.

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Please do not cave to social pressures of diversity, inclusion and equity, which all function in practicality to Divide, Exclude and Lower Expectations. Let TAMU be a beacon of merit and accountability.

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As you continue to prioritize students to meet ethnic and economic quotas, you are leaving out really good kids who want to be a part of A&M. Soon, the average middle class student will no longer be able to attend TAMU as they are either over looked because they don't fill a quota or they are overlooked for scholarships and can't financially afford it.

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Outsourcing Transportation Services will only enhance that animus felt towards the organization. An outsourced TS will be perceived to be even less answerable to concerns of the university's population than its already low popularity. On the other hand, a museum is a great idea! We have many interesting things that departments and colleges don't have the space to adequately display or properly store. The Library needs to remain independent. If it becomes part of a college, it will be subject to turf-wars and funding fights.

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I believe there is a need for a Share Ride drop off for ADA. by the hotel. The Bell Tower is too far away from the escalators, and my wife struggles to make that walk. I've seen many others struggle as well.

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I was a student there and I feel that there are no paid academic advisors to the students. I had EXCELLENT ADVISEMENT IN THE LATE 80s. We do not need a college student advising our student. A paid professional or advisor to accurately guide and ADVISE is needed. My son made poor choices based on other students advice.

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I think this is a great overview and am supportive of the changes suggested.

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Feedback from former faculty and staff might be helpful to provide some insights why retention was an issue.

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I would love to see more assistance for students who want to change their majors. As soon as you decide, the former

counselor drops you like a hot potato, & new one can't really help until official. Looks like there needs to be a group to assist transitioning students.

I was an administrator at TAMU for 36 years, so my comments come from observations during a long period of tremendous growth at TAMU. I don't know if anyone will appreciate my comments, but one of the big challenges in university administration is the idea of 'one team' and common goals. It is a lot easier to reach goals, if everyone supports each other. Many years ago, this seemed to work better than in recent history. Recent history seems to indicate territorial issues, which only detracts from the 'one team' idea. For this to work, there must be mutual respect between Vice Presidents. This has to start at the top and the President needs to be a good listener and then make a decision and expect all divisions to move forward together; otherwise, turf battles will only continue. Turf battles will always minimize the effectiveness of any change that is made. I hope the President is a good team builder.

It appears that the company providing the report came in with an agenda rather than an open mind. And while they did manage to pull in some information regarding the traditions and core values that make TAMU unique, they didn't seem to really understand who we are. Thank you for the opportunity to share my thoughts.

I would strongly caution you to not set a metric for "desired" diversity to match Texas or any other number. The minute you start only measuring race/gender/orientation etc., you lose sight of the actual people you are trying to recruit. If you set a metric you will get it, but you may inadvertently undermine your intent. Rather than lowering the bar for specific minorities to win a spot at TAMU, I would much rather see outreach programs to elementary, middle and high schools to reach those same minorities early and give them the skills to compete for those TAMU spots with the same credentials as their peers.

I am extremely disappointed that in the freshman application process, the "legacy" information has been removed. These potential students feel strongly about attending the same university where their grandparents, parents and siblings have graduated and have a strong desire to attend and graduate from the "legacy" university of their past.

Growth has been prioritized over a quality educational experience. The students do not seem to be valued except for the tuition they bring in. I love my school, but things are much worse since the strategic plan to be gigantic started.

Hiring a non-dentist to run a dental school is foolish, particularly with regard to benevolence and development of donors. This is widely viewed as negative in your alumni community. It is no different than hiring a humanities professor to run the college of engineering-you should we'll understand this.

We were so disheartened with your admissions process. Students with less extracurricular and leadership roles with similar test scores and GPAs were admitted over our child - many of whom had 504 status and were allowed more time on tests for reasons such as asthma and anxiety. Students whose families had long histories of attending UT were admitted to A&M, attended one year and transferred out, taking freshman spots over longstanding Aggie families. The proof your admissions process is broken can be seen by how many students transferred into A&M as sophomores because there were so many spaces available due to letting in the wrong students in the first place. Please, please consider work experience, character and leadership as well as family history with our phenomenal institution when considering who will make up the next student body. Just because someone can score high on a test doesn't mean she can look you in the eye and shake your hand and conduct herself with honor and integrity. Thank you.

I am warning you now. The report dismisses and disregards the culture of Texas A&M. If you ignore the campus culture, and the culture of rich former students who support this institution, you will fail and be replaced like Murano and the man you replaced. This report is meaningless and worthless. Look to what happened when the former president formed a committee to rename buildings and remove statutes, he was removed. If you wish to succeed, you must learn from previous mistakes. Look at the culture and attempt to learn why things are why they are. Divide them between the sacred and profane and see how they impact the students and the ones who pay for us to continue functioning. We live and die through old army paying our way. This report dismisses this group and it will severely impact funding.