



President
Texas A&M University
College Station, Texas

THE SEARCH

Texas A&M University (Texas A&M), a member of the Association of American Universities (AAU) and Association of Public and Land-grant Universities (APLU), and the flagship within The Texas A&M University System, invites applications and nominations for the position of President. This moment calls for an experienced, visionary, and politically savvy leader to guide the university during a time of tremendous growth and greater national and global prominence. The president will embody the university's mission and core values of excellence, integrity, leadership, loyalty, respect, and selfless service.

The next president will bring the leadership needed to advance Texas A&M's academic, research, and service missions—while embodying the values, traditions, and spirit that define the Aggie community. Several key opportunities and challenges (outlined in greater detail later in this profile) will shape the agenda for the university's next leader:

- **Embrace and exemplify the Aggie spirit**, championing Texas A&M's mission of impact, service, and excellence;
- **Strengthen, empower, and unify a high-performing leadership team** capable of driving institutional results at scale;
- **Lead with transparency and foster clear, consistent communication** across a complex governance landscape;
- **Leverage the full potential of the Aggie network and Texas A&M's extensive external partnerships** to advance strategic priorities;
- **Ensure the university's infrastructure and resources keep pace with its ambitions**, supporting growth, innovation, and long-term success.

This profile aims to provide prospective candidates with background information about Texas A&M and the president's role. All confidential applications, inquiries, and nominations should be directed to the parties listed at the end of the profile.

ROLE OF THE PRESIDENT

The president serves as the chief executive officer of Texas A&M, reporting directly to the Chancellor of the Texas A&M System and working closely with the Board of Regents. The president is responsible for the overall management and direction of the university, advancing its vision and strategic plan in collaboration with the Chancellor and Board. The president also builds and sustains relationships with a wide range of constituents – including system and university leadership, the campus community, former students and affiliated organizations, government and policy leaders, and industry and research partners, among others. The president will serve as the face and voice of the institution—articulating its values, ambitions, and impact to partners across the state and nation—while also cultivating philanthropic and external support to advance the university's priorities.

The president leads a comprehensive senior leadership team that spans academic, administrative, and student services functions. The President's Cabinet provides advice and counsel to the president on strategic and operational matters to advance Texas A&M's mission. Members of the President's Cabinet can be found [here](#).

KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

Embrace the Aggie spirit and champion Texas A&M's mission of impact, service, and excellence.

Texas A&M stands at a moment of tremendous strength and possibility. The university has achieved record levels of enrollment, research activity, and national recognition while remaining deeply committed to its land-grant mission. Simultaneously, the State of Texas is experiencing significant [economic](#) and demographic growth. With a \$2.7 trillion economy, Texas ranks as the eighth-largest economy in the world, powered by a skilled and expanding workforce of 15.7 million. State leadership has also made sizeable [investments](#) in public education, committing \$10 billion in new funding for the state's education and workforce systems. The next president will build upon this trajectory—sustaining the university's ascent as a globally preeminent research institution while nurturing the sense of community, belonging, and purpose that defines the Aggie spirit. This leader must unify a large and complex institution around a shared vision for Texas A&M's next era, ensuring academic excellence, student success, and impact that extends across Texas and around the world.

Given the robust and complex academic enterprise, the president will champion academic excellence and innovation across each college and school at the main campus in College Station, as well as the broader branch campuses, to ensure Texas A&M remains a powerhouse across disciplines. As the university continues to expand its health enterprise through [Texas A&M Health](#) and academic programs in the health sciences, the president will support the research, service, and education needs across Texas A&M to

become one of the leading health science centers in the nation and to educate the next generation of leaders in health care. Ultimately, the president will need to support the continued integration of health sciences into a cohesive academic enterprise.

Strengthen and empower a cohesive and high-performing leadership team.

The next president will have the opportunity to strengthen the university's senior leadership structure, reaffirm clarity in roles and decision-making, and foster a culture of trust and shared purpose. A&M's next leader will be expected to manage operations and cultivate a Cabinet that functions as a unified, high-performing team aligned with institutional priorities. Doing so will require a clear vision, a collaborative and empowering management style, and the ability to set a clear tone for accountability, transparency, and results.

A central challenge will be balancing the entrepreneurial energy of A&M's diverse colleges, schools, and branch campuses with a coordinated system of governance and communication—ensuring that local initiative thrives within a clear strategic framework. This will require the incoming president to empower leadership within Texas A&M by breaking down siloes, embracing a system of governance, and collectively working toward the goals of the university.

Lead with transparency and strengthen communication across a complex governance environment.

Texas A&M's size and system-level interconnections present a distinct governance landscape. The president must navigate and strengthen relationships across multiple stakeholders—including the Board of Regents, the Chancellor, faculty governance bodies, students, alumni, and the broader Aggie network—through transparent, frequent, and thoughtful communication. Given the important research mission of Texas A&M, the president will engage [Texas A&M AgriLife](#) and [Texas A&M Engineering Experiment Station](#) by building bridges and providing leadership to leverage a complex structure to improve lives and sustain collaborations across academia, industry, and government. The president will maintain a positive working relationship with key stakeholders, continuing past successes, and fostering new opportunities for growth and collaboration.

Success will depend on the president's ability to manage across and within these constituencies: to "lead up" in partnership with the Board and Chancellor, "lead out" as a public voice for the university, and "lead down" by inspiring and empowering faculty, staff, and students. The president must foster trust and stability through consistent engagement, ensuring that decisions are well understood, well communicated, and aligned with institutional goals.

Leverage the full potential of the Aggie network and Texas A&M's external partnerships.

Few universities possess a more loyal and active alumni base than Texas A&M. The university's powerful network of former students is central to the university's continued success and impact. The next president will work in close partnership with this network—including the Association of Former Students, the Texas

A&M Foundation, and the 12th Man Foundation—and alongside other external stakeholders and affiliated organizations in support of advancing the university's strategic priorities.

Externally, Texas A&M's breadth of partnerships—with state and federal agencies, the legislature, industry, philanthropy, and the private sector—presents significant opportunities for growth. The president will serve as chief ambassador and strategist for these relationships, elevating the university's visibility and securing resources to support research, infrastructure, and student success. As the flagship campus of the Texas A&M University System, College Station plays a significant leadership role across a network of institutions that serve communities throughout the state—from Prairie View A&M University to Tarleton State University, West Texas A&M University, Texas A&M–Corpus Christi, and beyond. College Station advances the land-grant mission at scale, and its size, scope, and visibility mean that decisions made at the flagship campus often help to shape priorities, expectations, and alignment for institutions across the A&M System.

Ensure Texas A&M has the infrastructure and resources to match its ambitions.

As demand for a Texas A&M education continues to grow, the university faces mounting pressures on its physical and operational infrastructure. The president will need to delicately balance the university's land-grant mission and infrastructure challenges that growing enrollments present by guiding long-term planning for facilities, technology, housing, and campus services to ensure that growth enhances rather than strains the student experience. In doing so, the president will provide the campus with direction for thoughtful expansion that does not compromise the student experience. This will require balancing expansion with sustainability, ensuring adequate investment in research facilities and technology infrastructure, and coordinating among campuses and academic units. The president must also strengthen financial stewardship and resource allocation to ensure that the university's size and scope are matched by operational excellence and strategic discipline.

QUALIFICATIONS AND CHARACTERISTICS

The next president of Texas A&M University will be an accomplished and principled leader who brings both vision and steadiness to a large, complex, and dynamic institution. While no single candidate will possess all the following qualities, the successful candidate will demonstrate many of the following attributes and experiences:

- **Deep commitment to Texas A&M's mission and values:** a visible belief in the university's land-grant heritage of service, access, and impact; an ability to champion the Aggie spirit and culture.
- **Respect for the Texas A&M's rich history and traditions:** many of which took root from the Corps of Cadets as an integral role and contributions to the character and identity of the university.
- **Proven record of executive leadership in a large, multifaceted organization:** preferably within higher education or a comparable setting—with experience aligning people, priorities, and resources toward ambitious goals.

- **Skill in managing complex governance environments:** demonstrates political acumen and diplomacy; the ability to “lead up, down, and across” the organization.
- **Sound judgment and decisive leadership:** marked by the confidence and internal strength of spirit to make difficult choices, even amid competing pressures, and the ability to explain and stand by those decisions with clarity and conviction.
- **Ability to command respect and trust:** serve as a unifying figure among the Board of Regents, the Chancellor, faculty, students, and external partners. Fosters confidence through integrity and transparent communication.
- **A collaborative and empowering leadership style:** capable of developing a cohesive and high-performing leadership team while setting a clear tone of accountability, inclusion, and respect.
- **Strategic and operational acumen,** with the foresight to set long-term direction and the discipline to ensure effective execution, resource stewardship, and institutional stability.
- **Commitment to academic excellence and research leadership:** respect for shared governance and an appreciation for the full breadth of disciplines—from the arts and humanities to science, engineering, agriculture, health, and veterinary medicine.
- **Visionary orientation toward impact:** eager to position Texas A&M as a global leader in research, education, and service while remaining grounded in its responsibility to the people of Texas.
- **Demonstrated success in fundraising, external relations, and partnership development:** ability to articulate the value of the university and inspire transformational support from a range of philanthropic, industry, and government donors.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/texas-am-university/president>.

Andy Lee, Managing Partner
Julie Filizetti, Partner
Raul Bernal, Senior Associate
Luciano Zuniga, Senior Associate
Madeline Fitzpatrick, Managing Search Coordinator
Isaacson, Miller

Electronic submission of materials is required.

The Texas A&M University System shall provide equal opportunity for employment to all persons regardless of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation or gender identity and will strive to achieve full and equal employment opportunity through the System for faculty and staff employees. More information on Texas A&M's Equal Employment Opportunity policy, please visit this [website](#).

This document has been prepared based on the information provided by Texas A&M University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Texas A&M University would supersede any conflicting information in this document.

APPENDIX I

About The Texas A&M University System

The Texas A&M University System is one of the largest systems of higher education in the nation, with a budget of \$8.1 billion. Through a statewide network of 12 universities, a comprehensive health science center, eight state agencies, and two System-wide applied research campuses (Texas A&M-RELLIS and Texas A&M-Fort Worth), the Texas A&M University System educates more than 175,000 students and makes more than 21 million additional educational contacts through service and outreach programs each year. System-wide research and development expenditures exceed \$1.6 billion and help drive the state's economy.

About Texas A&M University

The history of Texas A&M dates back nearly 150 years to 1876, when the university was established under the Morrill Act, approved by the United States Congress on July 2, 1862. This act provided for the donation of public land to states to fund higher education. In 1866, the State of Texas agreed to create a college under the terms of the Morrill Act, establishing the Agriculture and Mechanical College of Texas on April 17, 1871. What began as an all-male, military, land-grant university tailored to educating rural students would mature and develop along a strategic pathway of progress over the next nearly 150 years, reflecting the State's economic and population growth.

Today, Texas A&M sits on a campus covering nearly 5,200 acres and is home to more than 81,000 students across 17 colleges and schools, making it one of the largest in the United States with over 140 undergraduate degree programs, 170 master's degree programs, and over 90 doctoral degree programs. More information on the 17 colleges and schools, two branch campuses, and additional locations, including the Higher Education Center at McAllen, School of Law in Fort Worth, Texas A&M University - Washington, DC, and [Texas A&M Health](#), with 7 campus locations, including Dallas and Houston, can be found [here](#).

As one of the largest public institutions in the nation, Texas A&M has become a national leader in research, academic excellence, and service, while fulfilling its land-, sea-, and space-grant mission. Texas A&M has risen to No. 12 nationally among public institutions and No. 1 among public universities in Texas in the *Wall Street Journal* rankings. This recognition follows another strong showing in the *US News & World Report* 2025-26 rankings, ranking Texas A&M as No. 21 among all public universities and No. 13 for Best Value among public institutions, reflecting its dedication to providing accessible, high-quality education.

Texas A&M students, known as Aggies, are also highly engaged outside of the classroom. Aggies participate in over 1,300 student organizations and 58 internationally affiliated or local Greek-letter organizations. [The Corps of Cadets](#) is Texas A&M's oldest and most visible student organization and is home to more than 2,300 cadets. Texas A&M is also a proud member and powerhouse of the Southeastern Conference. More than 650 Aggies compete at the NCAA Division 1-A level in 20 varsity

sports. Current and former students are united through [Texas A&M traditions](#), which build camaraderie and foster the Aggie spirit.

With more than 593,000 Aggies worldwide, Texas A&M is home to one of the largest, strongest, and unified alumni networks of any major university, representing a variety of industries and serving as pillars in their communities. Alumni live by the saying “Once an Aggie, always an Aggie,” and are connected by the distinctive Aggie Ring. Aggies demonstrate their deep-rooted loyalty to Texas A&M through their contributions and participation in [Texas A&M Affiliated Organizations](#).

Faculty play a large role in preparing future leaders of Texas A&M, while also pursuing life-changing research discoveries to advance academic excellence and innovation. Texas A&M has over 4,300 total faculty, 56 of whom are National Academy members. Faculty members have also received several highly prestigious awards, such as the Nobel Prize, Wolf Prize, and National Medal of Science.

Texas A&M is a member of the Association of American Universities (AAU) and has an R1 Carnegie classification of very high research activity. The university boasts over \$1.4 billion annually in research expenditures and consistently ranks among the top public institutions for research activity, ranking #13 among public universities, according to the National Science Foundation (NSF) Higher Education Research and Development (HERD) survey (FY2023). Texas A&M is committed to academic excellence, leadership development, and service to the state, nation, and world. Its mission is deeply rooted in advancing knowledge through teaching, research, and outreach, while fostering a culture of integrity, respect, and collaboration.

Texas A&M 2040

Over the past 25 years, Texas A&M has undergone a significant transformation. In 2019, the university developed [A Decade of Excellence: Vision 2020-2030](#), embracing Texas A&M’s tradition of future-oriented preparedness. Given the considerable changes in structure and operations that the University has experienced, the current administration recognizes a pressing need to establish a new roadmap to guide the institution through the next 15 years, culminating in 2040. The incoming president and Executive Steering Committee will be tasked with advancing the vision for the university in the year [2040](#), using the visioning document as a framework.

Texas A&M System Chancellor

Glenn Hegar is the Chancellor of the Texas A&M University System. Hegar spent his career in service to the people of Texas. He served in the Texas Legislature as a state representative and a state senator, and he later became the Texas Comptroller of Public Accounts, where he developed a reputation for delivering results, managing billions in taxpayer funds, and leading with principle. Known for his hands-on leadership and deep commitment to public service, Hegar is now focused on one primary mission: unlocking the full potential of the A&M System to build the next generation of Texas leaders. Hegar strongly believes Texas A&M University needs and deserves lasting leadership in the President’s office, as his number one priority for the University is working to ensure the success of Texas A&M’s next President.

Texas A&M System Board of Regents

The Texas A&M System is governed by the Board of Regents, which oversees the administration and sets policy directions for Texas A&M System members. The Board of Regents is comprised of nine members appointed by the state governor and confirmed by the Texas Senate for six-year terms. A nonvoting student member was added to the Board of Regents in 2006. More information on the Board of Regents can be found [here](#).

Texas A&M Affiliated Organizations

Fulfilling Texas A&M's land-grant mission depends on providing accessible, high-quality education for the people of Texas. Private, nonprofit organizations affiliated with the university play a vital role in advancing this mission by raising funds that support affordability, academic excellence, and student success. These partners help maintain low costs, enhance both curricular and co-curricular opportunities, foster Aggie pride, and enable students to graduate with less debt. Prominent affiliated organizations include: [The Association of Former Students](#); [Texas A&M Foundation](#); [12th Man Foundation](#); [George and Barbara Bush Foundation](#); [Texas Aggie Corps of Cadets Association](#).

Texas A&M Athletics

Few aspects of university life embody the traditions and spirit of Texas A&M more deeply than athletics. From the Midnight Yell to Reveille (official mascot) to the Fightin' Texas Aggie Band, the culture surrounding Aggie sports is woven into the fabric of campus life. A perennial powerhouse in collegiate athletics, Texas A&M athletes have earned [31 National Championships](#) and boast some of the most outstanding sports [facilities](#) in the country. The university is a proud member of the Southeastern Conference, with more than 650 students competing at the NCAA Division 1-A level in [20 varsity sports](#). Texas A&M is also home to some of the most passionate and loyal fans in athletics anywhere. The 12th man tradition symbolizes the fans and student body who are a crucial part of the team, just as if they were an extra player.