

**Texas Cooperative Extension**

**Compact with The Texas A&M University System  
FY 2008 – 2009**

## **MISSION**

“Providing quality, relevant outreach and continuing education programs and services to the people of Texas.” – Texas Cooperative Extension exists to serve Texans wherever they live, in whatever way Extension expertise, experience, resources, and capacity may benefit them and the public good. In essence, Extension develops and conducts targeted, science-based educational and technology transfer programs that help people prevent or mitigate problems and deal with emerging issues in the areas of agriculture and natural resources, health and human sciences, youth development, and community economic development.

## **VISION**

“To be the premier 21<sup>st</sup> Century outreach and continuing education organization in Texas responding to the needs of the people.”

## **CEO STATEMENT**

This compact commits to priorities that in turn support success in meeting the agency’s strategic plan. Numerous programming goals and objectives are detailed in our strategic plan, which directs us to:

1. Ensure a sustainable, profitable, and competitive food and fiber system in Texas.
2. Enhance natural resource conservation and management.
3. Build local capacity for economic development in Texas communities.
4. Improve the health, nutrition, safety, and economic security of Texas families.
5. Prepare Texas youth to be productive, positive, and equipped with life skills for the future.
6. Expand access to Extension education and knowledge resources.

Extension has a strong, cyclical process for grassroots needs assessment and program development, which ensures the relevance of Extension programs. Our agency also has a strong accountability system to document program outcomes and progress toward our strategic plan. Program evaluations, customer satisfaction surveys, and stakeholder input all indicate a high regard and value for Extension programs.

No other state agency has a network of local educators, backed by specialists and thousands of trained volunteers, to serve all 254 Texas counties. This outreach capacity and established trust with local residents makes Extension a valuable partner to other agencies and groups.

However, joint programming sometimes dilutes recognition of Extension’s role. In addition, many Extension programs and services are individually named, e.g., 4-H Youth Program; Master Gardener; and the Soil, Water and Forage Testing Laboratory. Hence the challenge of raising recognition of Extension’s agency name among decision-makers and the public. This is addressed in Priority 1, *Position the agency’s name, programs, and services to reflect that the agency is a leading provider of quality, relevant educational programs.*

In many subject matter areas, Extension programs make an economic impact on program participants, who learn practices that prevent or reduce costs or improve profitability. In some programs, this is a secondary benefit, while in others, it is a primary goal. Priority 2, *Increase capacity for community and economic development in Texas*, brings focus on Extension's economic development impacts and initiatives.

Accessibility is addressed by Priority 3, *Expand agency educational outreach*. This aims at using technology and the Web to reach more of the state's growing population with informational subject matter and educational online courses that are available anywhere, anytime. Although important in all areas of Texas, this capability is an absolute must for our urban centers.

Diversity is the subject of the fourth and final priority: *Develop a diverse workforce and volunteer base*. Our faculty, staff, and volunteers need to reflect the diversity of the people we serve. This goal is pursued across the Cooperative Extension System, including the Prairie View A&M Cooperative Extension Program, with whom we cooperate and share a joint Diversity Catalyst Team.

These priorities will enhance Extension's educational programming, as will our other ongoing efforts to improve organizational excellence—the alignment of every facet of the organization to support effective program development and delivery. Additional areas in which our strategic plan sets forth organizational goals and objectives are:

- Accountability
- Delivery System for Urban Audiences
- Employee Recognition and Rewards
- Financial and Resource Management
- Internal Communication
- Information Technology
- Professional Development
- Quality Assurance
- Risk Management
- Volunteerism

The four priorities of this compact are areas in which I feel executive oversight and influence are especially important. To meet associated costs, we will tap an administrative pool of funds generated by annual salary savings across the agency, which is used to support emergency needs, emerging issues, and innovative pilot programs. This long-standing tool is integral to the agency's fiscal management. It will be a source for the redirected funds referenced in this compact, as authorized by the agency director with input from the administrative team. Additional funds will come from existing budget centers and unit allocations, which will be a shift in expenditure priority to meet compact goals and funding requirements.

**Priority 1: Position the agency's name, programs, and services to reflect that the agency is a leading provider of quality, relevant educational programs.**

Link to the strategic plan: This supports the marketing and external communication goal in the organizational section of Texas Cooperative Extension's strategic plan.

**Objective 1: Strategically position the agency to implement and market the name change from Texas Cooperative Extension to Texas AgriLife Extension Service by 4QFY08.**

Strategies:

1. Develop and deliver an internal marketing campaign titled BrandMaster on using the new brand to agency employees no later than the 3QFY08.
2. Develop and execute an external marketing campaign to key audiences and geographics through the use of unpaid media, targeted advertising, Web strategies, and face-to-face outreach by 4QFY08.
3. Replace 75 percent of agency identity pieces with new branding by 4QFY08, with the remainder accomplished in FY09.

Performance Measures:

1. Achieve 80 percent employee acceptance rate of the agency name change by 4QFY08, using a pre-brand training survey as a benchmark.
2. Increase external awareness of the agency across the state by 5 percent by 4QFY09, using the 2006 survey conducted by the Public Policy Research Institute as a benchmark.

Budget Impact and/or Resources Required:

- An external firm will be utilized to develop and guide internal rollout of the new brand identity through December 2007 at an estimated cost of \$70K. The agency will redirect existing resources to fund the one time expenditure.
- Estimated cost to replace permanent and vehicle signage across the agency is \$135K during the biennium. Existing agency resources will be redirected to cover these one-time expenditures.
- The estimated cost to deliver internal brand training and establish core identity marketing materials is \$150K for the biennium to include letterhead, business cards, pre-printed materials, etc. Existing agency resources will be redirected for these expenditures.
- Costs related to the external marketing campaign using high-impact, high-visibility media for targeted audiences are still being developed, but are not expected to exceed \$50K for FY08. Existing agency resources will be redirected to meet these external marketing costs.

Challenges to Success:

- Full internal conversion to and employee adoption of the new agency name, which necessitates the resource commitment—time, personnel, and financial—planned for internal brand training. This training will be delivered within each of the 12 Extension districts beginning in January 2008.
- Possible lack of sufficient support capacity from the Agricultural Communications unit. A new director of communications and marketing was hired in April 2007, who has since restructured the unit to put a greater emphasis on agency marketing, media relations, and Web communications. This restructuring has included repurposing and retraining some staff, as well as the creation of a Web communications group.

Collaboration/Support Needed (Internal and External to A&M System):

- Continued engagement with the A&M System to ensure cohesion and integration of marketing efforts.
- Collaboration with the Texas Agricultural Experiment Station, which is re-branding as Texas AgriLife Research, to maximize co-branding opportunities under the AgriLife umbrella brand.
- External support of the County Commissioners Courts across the state related to the new positioning of the agency to better serve their constituents.

**Objective 2: Increase the agency's presence in statewide, general consumer media outlets by 5 percent in FY08 and an additional 5 percent in FY09.**

Strategies:

1. Transition Agricultural Communications' news dissemination function into a media relations operation no later than the 1QFY08.
2. Align media relations efforts to support the agency's strategic goals and objectives no later than the 2QFY08.
3. Target Tier 1 media outlets and reporters, both state and national, for potential stories about agency programs and services and develop relationships no later than the 3QFY08.
4. Create and implement a survey and media audit of media outlets across the state to evaluate new media relations efforts, which can then be used as a baseline to enhance future strategies for increased placements.

Performance Measures:

1. Increase of 5 percent related to overall media placements, as measured through the agency's existing Vocus Media Management System.
2. Increase of 5 percent related to placements in targeted Tier 1 media outlets, as measured through the agency's existing Vocus Media Management System.

Budget Impact and/or Resources Required:

- Sufficient staff resources exist to conduct the activities outlined in this objective. The cost for the Vocus Media Management System is approximately \$10K annually, which is currently funded through existing unit budget dollars.

Challenges to Success:

- The shifting of media outlets away from covering traditional production agriculture. This shift is necessitating more of a business and consumer focus to our media relations efforts, as well as more aggressive pitching activity instead of relying solely on the traditional press release.

Collaboration/Support Needed (Internal and External to A&M System):

- Continued collaboration with the A&M System on major media relations efforts.
- Collaboration with the Texas Agricultural Experiment Station, which is re-branding as Texas AgriLife Research, to maximize media relations opportunities under the new AgriLife umbrella brand.

**Objective 3: Enhance and optimize the agency's Web presence and operational management efficiency through the implementation of a content management system (CMS) by 4QFY09.**

Strategies:

1. Restructure Agricultural Communications to allow the creation of a Web development and marketing team no later than the 1QFY08.
2. Launch Phase I of the Content Management System no later than the 3Q FY08.
3. Facilitate the migration of existing agency Web content beginning in the 3QFY08.

Performance Measures:

1. Increase of 5 percent related to the number of unique visitors to the agency's Web site in FY08 and another 5 percent in FY09.
2. Integration of 75 percent of the agency's departments into the Content Management System by the end of FY09.
3. Achieve a 70 percent or higher Web site usability and experience rating based upon both internal and external audience response to online survey.

Budget Impact and/or Resources Required:

- Approximately \$100K to secure the content management system, related hardware, and staff training. These costs will be shared with the Texas Agricultural Experiment Station and the College of Agriculture and Life Sciences. Agency sources will be redirected for the content management system expenditure.
- Annual license fee of \$17K for the content management system beginning in FY09 split between the Texas Agricultural Experiment Station and the College of Agriculture and Life Sciences. Existing internal sources will be redirected to fund the annual maintenance agreement.

Challenges to Success:

- Web communications team will face bandwidth and project timeline challenges implementing the CMS while simultaneously re-designing and managing multiple agency and college Web site initiatives. This risk can be mitigated through effective project management and focus upon key objectives and priorities.
- Operational overhead created via implementation of the CMS will also warrant future review of resource allocation and service strategy performed by Web communications team. Quarterly assessments by managers and directors to evaluate resource allocations and service capacity can monitor operational capacity.
- Qualified resource availability from IT resources to support additional operational support for the CMS platform. Managers working collaboratively to effectively communicate resource standards and needs prior to project engagements should guarantee appropriate resource alignment.

Collaboration/Support Needed (Internal and External to A&M System):

- The content management system is a collaborative initiative between Texas A&M University's Division of Marketing and Communications, the Texas A&M College of Agriculture and Life Sciences, and the Texas Agricultural Experiment Station.

**Priority 2: Increase capacity for community and economic development in Texas.**

Link to Strategic Plan: To address concerns for jobs, income, and infrastructure, capacity of communities should be expanded to foster effective evaluation of alternative choices for community and economic development. Goals 1, 2, and 4 of the community resources and economic development component of the Extension strategic plan focus on capacity building of individuals and communities to enhance community and economic development.

**Objective 1: Texas communities adopt programs and practices that will support entrepreneurship as an approach to expanded economic development.**

Strategies:

1. Implement a formal working relationship with community colleges in Texas to partner in delivering educational curriculum on entrepreneurship by 4QFY08.
2. Conduct educational programs on supporting entrepreneurs for community leaders who are exploring methods to create jobs and self-employment, no later than 3QFY08.
3. Utilize alternative program delivery methods such as internet and electronic publishing to disseminate educational materials on entrepreneurship as an economic diversification and development alternative, no later than 1QFY09.
4. Continue to explore collaborative activities with Texas community colleges to reach target audience of entrepreneurs and their communities, no later than 2QFY09.

Performance Measures:

1. Pre- and post-evaluations of educational programs delivered jointly with community colleges will show a 15 percent increase in knowledge gained about entrepreneurship principles.
2. Number of communities/counties receiving educational curricula on entrepreneurship will increase by 10 percent from FY08 (this is the benchmark) to FY09.

Budgetary Impact and/or Resources Required:

- The agency will use existing internal state and federal resources of an estimated \$55K to fill a new extension assistant/associate position to provide educational support to the collaborative outreach of Extension and the community college network. One faculty FTE will be partially redirected to provide leadership to further curriculum development and delivery in this subject matter.

Challenges to Success:

- Texas Cooperative Extension is not currently viewed as a primary source of educational resources for community and economic development. However, in the new agency branding effort, emphasis will be placed on programs available to increase capacity of communities.
- Working directly with community colleges will be another challenge, as it has not been done by our agency in the past. A corollary challenge is how Extension and community colleges can share in the programmatic credit. These will be addressed by focusing on outcomes for the target audience (Texas communities) and by ensuring appropriate recognition of faculty/institutions participating in joint programs.

Collaboration/Support Needed (Internal and External to the A&M System):

- Collaboration and support of the community college network will be important to the success of this objective.
- Collaboration and coordination with the Texas Department of Agriculture will enhance efficiency and effectiveness of outcomes in the state.

**Objective 2: Foster community and economic development by improving the leadership skills and civic engagement of adult community leaders.**

Strategies:

1. Continued implementation of “Building Connections: Community Leadership” Extension educational program throughout FY08 and FY09.
2. Adopt and implement a Masters Degree (Community Economic Development Emphasis) program for county Extension agent professional development in association with Tarleton State University by 1QFY09 and first degree completion in 2011 with student knowledge and skills in this program area being enhanced throughout the course of study.
3. Conduct at least one county Extension agent in-service professional development training on how to implement the community leadership program in FY08 and FY09.
4. Utilize Extension’s V.G. Young Institute of County Government to reach county officials throughout FY08 and FY09 with seminars and conferences to improve leadership capacity in Texas

Performance Measures:

1. Increase target audience participation by at least 20% for FY08 and FY 09 (benchmark for 2007 is 600 participants).
2. Increase the number of in-depth county educational programs (outcome programs) by at least 20% for FY08 and FY 09 (benchmark for 2007 is 27 counties).
3. Demonstrate a minimum of 60% adoption of five leadership applications by participants from standardized ‘Building Connections: Community Leadership’ program evaluations for FY08 and FY 09.

Budget Impact and/or Resources Required:

- A reprint of the ‘Building Connections Curriculum is needed. \$6,000 (200 copies at an estimated \$30). Also, an additional \$3,000 will be needed for professional development training to County Extension Agents for proper program implementation.

Challenges to Success:

- County Extension agents may feel they do not have the expertise to fully implement fully this curriculum with adult leaders in the county and in communities or neighborhoods. This challenge will be addressed by adoption of formal professional development (Masters Degree, see Objective 2) as well as in-service professional development training (face-to-face) and distance education follow-up with county Extension professionals.

Collaboration/Support Needed (Internal and External to the A&M System):

- Supervisory support and recognition of this area as a precursor of success in multiple areas.
- Tarleton State University for development and implementation of the Masters Degree (Community Economic Development Emphasis).
- Coordination with other entities providing related training within and without the System, such as Councils of Government and Lower Colorado River Authority.
- Collaboration with local Chamber of Commerce to identify target audiences and partner on education.

**Objective 3: Texas community leaders will make more informed decisions regarding economic development options available to them.**

Strategies:

1. Develop and deliver interactive educational programs assessing and illustrating the local and regional impacts of potential alternative strategies for economic development by 2QFY09.
2. Conduct educational programs supporting development of community-based plans for economic development through knowledge of economic trends and potentials by 2QFY09.
3. Recruit a new faculty member to provide leadership to education and research program on economic impact analysis and decision support systems in community and economic development by 4QFY08.

Performance Measures:

1. Pre- and post-evaluations of knowledge and understanding gained by civic leaders will show a 15 percent increase as a result of quantitative decision support systems development and delivery.
2. Number of communities/counties accessing applied research educational program support by 4QFY08 will be the benchmark. Expect an increase by 10 percent by 4FQ09.

Budget Impact and/or Resources Required:

- The agency currently has an estimated \$90K budgeted between state and federal funds for a 0.75 FTE faculty position in the subject area of community and economic development. An additional \$20K per year for two years will be required from agency state and federal funds as a start-up package for the new faculty member.

Challenges to Success:

- A key faculty vacancy exists currently to support this objective, but the pool of qualified applicants is limited. Two offers have been extended for this position, but both have declined. The department is renewing efforts to find a successful candidate.

Collaboration/Support Needed (Internal and External to the A&M System):

- Texas Agricultural Experiment Station support will be needed, as the faculty position to lead this objective effort will be a joint position with TAES.
- Opportunities to collaborate with other state agency efforts in economic development will need to be supported by internal and external partners. Key state agencies for economic development would be the Governor's Office of Economic Development, Texas Department of Agriculture and the Office of Rural Community Affairs.

### **Priority 3: Expand agency educational outreach.**

Link to the strategic plan: Using technology and eLearning systems is a major methodology that will be emphasized to expand agency outreach. This priority supports all areas of programming (agriculture and natural resources, community resources and economic development, family and consumer sciences, and youth development) in Texas Cooperative Extension's strategic plan.

#### **Objective 1: Provide internal professional development and learning resources about eLearning tools and techniques that support agency outreach.**

##### Strategies:

1. Conduct a minimum of 10 instructor-led training seminars on instructional design and tools (Moodle Learning Management System and Centra Live Web conferencing) for development and delivery of eLearning by 4QFY08.
2. Develop a minimum of one self-directed learning resource on eLearning topics by the end of 4QFY08.

##### Performance Measures:

1. Increase in number of new Web-based courses using eLearning technologies developed by Extension faculty for clientele by 4QFY08. The benchmark is two courses in 2007 (INVEST and Emergency Management).
2. Extension faculty demonstrate increased knowledge and application of new eLearning technologies, measured by 2QFY09. (No current benchmark data available.)

##### Budget Impact and/or Resources Required:

- The agency is budgeting an estimated \$20K in existing state and federal resources to support professional development and learning resources about eLearning tools and techniques.

##### Challenges to Success:

- Faculty acceptance of eLearning as a valuable mechanism to support educational programming is essential. This will be addressed by the ongoing professional development opportunities for faculty within the agency.

##### Collaboration/Support Needed (Internal and External to A&M System):

- Collaboration with other eLearning professionals within TAMU/TAMUS.
- Collaboration and coordination with the national Cooperative Extension online content organization (eXtension) on new eLearning software like Moodle.

**Objective 2: Identify and develop prioritized eLearning courses and programs to expand agency eLearning offerings.**

Strategies:

1. Create and publish an eLearning best practices handbook (criteria and considerations) by 1QFY 08.
2. Implement process for identifying current and future eLearning needs by 3QFY08.
3. Provide direct support for the development of selected eLearning programs and curricula, throughout FY08 and through 3QFY09.

Performance Measures:

1. Develop a minimum of six eLearning courses by 3QFY09.

Budget Impact and/or Resources Required:

- The agency is budgeting an estimated \$42K from state and federal sources for identifying and developing eLearning courses.

Challenges to Success:

- To meet the short time frame, a process for identifying priorities for eLearning courses is critical. Associate Directors and mid-management will play a critical role in identifying priorities for potential courses.

Collaboration/Support Needed (Internal and External to A&M System):

- Collaboration with other eLearning professionals within TAMU/TAMUS (including Texas Agricultural Experiment Station), the national Cooperative Extension online content organization (eXtension), and other land-grant institutions across the nation.

**Objective 3: Increase agency Web-based direct teaching contacts.**

Strategies:

1. Implement accountability and reporting documentation for Web-based user sessions to report to the Legislative Budget Board and the state legislature by 3QFY07.
2. Implement marketing plan for Web-based distance education materials by 2QFY08.
3. Convert relevant agency curricula and certification programs to new system by 3QFY08.
4. Develop schedule to place new programs online in the system by 3QFY08.

Performance Measure:

1. Annual direct teaching exposures generated by distance education in FY 2008 will be: 1.1 million for Health and Well-being; .9 million for Stewardship of Natural Resources; 1.8 million for Economic Competitiveness; and 1.0 million for Youth Leadership.
2. Direct teaching exposures will increase by 5.7 million by 4QFY09, based on documentation and reporting of Web-based distance education educational offerings.

Budget Impact and/or Resources Required:

- Cost of Content Management System software and maintenance is estimated to be \$150,000. Conversion, development, and implementation of new programs will be funded by redirection of existing funds in agency budget centers and units.

Challenges to Success:

- The main challenge is sufficient faculty and technical staff in place to effectively utilize educational media to address priority issues and ongoing operational needs. This will be addressed by continual reorientation of specialist and county faculty culture to deliver educational programs via distance education versus traditional face-to-face methods.

Collaboration/Support Needed (Internal and External to A&M System):

- Collaboration with CSREES, TAMU, TAMUS, and other state land-grant university systems on content management system implementation, marketing, and accountability.

**Priority 4: Develop a Diverse Workforce and Volunteer Base**

Link to the strategic plan: This supports the diversity and volunteerism goals in the organizational section of Texas Cooperative Extension's strategic plan.

**Objective 1: Increase the aggregate percentage of minority applicants to 34 percent for all positions announced during the biennium (a 10 percent increase).**

Strategies:

1. Increase recruitment efforts targeted at identified minority college students and at colleges and universities with high minority enrollment, by the end of 4QFY09.
2. Develop an internship-type professional shadowing opportunity for minority professionals who are considering a job/career change from related fields, such as teaching and human resource development, by the end of 4QFY09.

Performance Measure:

1. An increase in the aggregate percentage of minority applicants, from 30.79 percent for all positions announced in FY06-07 to 34 percent for all positions announced in FY08-09.

Budget Impact and/or Resources Required:

- Travel cost estimated at \$14K, available through redirection of existing agency state, federal, and local resources, to provide diversity trainings at the district extension centers and travel for a recruitment team to strategic locations both in and out of state seeking recruits.

Challenges to Success:

- Competition for the most qualified applicants; limited numbers of prospective applicants in relevant degree disciplines. Address by ensuring effective communication of our competitive advantages as an employer. Limited time of hiring supervisors to engage in recruitment. Address by optimizing internal sharing and access to referrals and applicant information.

Collaboration/Support Needed (Internal and External to A&M System):

- Career counselors at other state universities and minority serving institutions, and Edward Romero, assistant dean, TAMU College of Agricultural and Life Sciences.

**Objective 2: Improve employees' understanding of diversity and their support for respect and inclusiveness in the workplace and among volunteers.**

Strategies:

1. Establish a benchmark of employee perceptions and experiences via a workplace climate assessment conducted in 1QFY08.
2. Incorporate diversity and civil rights training in regular employee orientation and staff development offerings, and in volunteer training for Leadership Advisory Boards by 1QFY09.
3. Develop and conduct diversity training in conjunction with district and state employee meetings scheduled in 1QFY09. Include session targeted for administrative and management staff.

Performance Measure:

1. Reduced ratio of negative responses to positive responses in a follow-up climate assessment in FY13, relative to the FY08 benchmark. (A 5-year period parallels use of the assessment in other state Extension agencies.)
2. Evidence of improved cultural knowledge, based on pre-test and post-test administered in conjunction with planned trainings.

Budget Impact and/or Resources Required:

- An estimated \$34K of state, federal, and local agency resources will be redirected and utilized: \$19K for survey administration and consulting services, and \$15K for training team travel.

Challenges to Success:

- Response rate to the workplace climate assessment survey; advance communications and sample questions will be used to encourage participation. Determining additional strategies based on outcomes of the assessment and training evaluations; an internal Diversity Catalyst Team will study and propose any new strategies.

Collaboration/Support Needed (Internal and External to A&M System):

- Collaborations within TAMU/TAMUS and the national Cooperative Extension System to identify training resources and approaches to improving workplace climate.

**Objective 3: Narrow the minority gap deficiency within the four geographical regions of Texas Cooperative Extension by 5 percent for Extension volunteers by the end of FY 2009. Gap deficiency is defined as the difference between the region's population demographics and the agency volunteer demographics.**

Strategies:

1. Extension county staff will utilize the new recruitment, orientation, and program development resources provided through the INVEST initiative with current and new volunteers in counties by Q4FY08.
2. State coordinators for master volunteer programs will develop and begin implementing minority recruitment efforts by Q2FY09.

Performance Measure:

1. Volunteer demographics, as reported in Extension's county volunteer database compared to population demographics within the four Extension regions, by 4QFY09. Current volunteer demographics are being entered by County Extension Agents and benchmarks will be available by 4QFY08.
2. Volunteer demographics, as reported by the state coordinators for master volunteer programs, compared to population demographics within the four Extension regions, by 4QFY09. Current volunteer demographics are being entered by County Extension Agents and benchmarks will be available by 4QFY08.

Budget Impact and/or Resources Required:

- None

Challenges to Success:

- Improvement of recruitment/marketing skills among county staff and program coordinators. This will be addressed by the ongoing professional development opportunities for faculty within the agency.
- Development of a database system to determine ethnicity of participants in Master Volunteer programs.

Collaboration/Support Needed (Internal and External to A&M System):

- Collaboration with the Cooperative Extension Program–Prairie View A&M University.

**Compact Review and Approval**

Date: November 14, 2007

TAMUS Member: Texas Cooperative Extension

Signature: [ORIGINAL SIGNED BY]

TAMUS Member CEO: Dr. Edward G. Smith  
Director, Texas Cooperative Extension

Signature: [ORIGINAL SIGNED BY]

TAMUS Vice Chancellor: Dr. Elsa Murano  
Vice Chancellor of Agriculture,  
The Texas A&M University System  
Dean of the College of Agriculture and Life Sciences,  
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TAMUS Chancellor: Michael D. McKinney  
Chancellor, The Texas A&M University System