Introduction
The Texas Space Grant Consortium [TSGC] is a group of 36 institutions that includes universities, community colleges, industrial organizations, non-profit organizations, and government agencies within Texas that are joined to ensure that Space education, research and development are advanced in Texas and that the benefits of space research and technology are available to all Texans. TSGC was founded in 1989, as a part of the National Space Grant College & Fellowship Program in the National Aeronautics and Space Administration’s Office of Education.

Vision
To enable the people of Texas, at all points in their lives and educational careers, to be inspired by, and participate in, the exploration of the great unknown of outer space.

Mission
The Texas Space Grant Consortium’s mission is to educate, inspire and motivate students at all levels to pursue careers in science, technology, engineering and mathematics; to assist in the professional development of faculty members and researchers in pursuits aligned with NASA’s mission; and to engage students and the general public in sharing and shaping the experience of exploration and discovery.

Goals
At its inception, TSGC’s Board of Directors and Affiliate Representatives developed a set of goals to guide consortium activities. These goals are refined every five years during the Consortium’s comprehensive review. Our current goals are:

1. Create, evolve and maintain programs and events that inspire and involve students, professionals and the public in space-related activities.
2. Increase awareness of, and participation in, Consortium activities by members of traditionally underrepresented groups.
3. Work cooperatively with other organizations with similar goals to efficiently identify, leverage, and use resources to fund these activities.
4. Evaluate the impact of our activities in order to continually increase the value of our efforts to NASA, Texas, and the Nation.

Based on our goals, the Consortium develops and operates programs in four major areas:

- Higher Education Programs
- Fellowships and Scholarships
• Research Infrastructure Programs
• Education and Public Outreach Programs

In order to guide our progress toward meeting our goals, TSGC has developed nine major strategies and has developed tactics and associated metrics to use in the implementation of those strategies. Our current strategies and their associated tactics, keyed to the goals that they support, are listed below.

Texas Space Grant Strategies and Tactics

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1. **Maximize the impact of Fellowships and Scholarships**
   A. Enable students at all academic affiliate institutions to compete for Fellowships and Scholarships
   B. Limit the number of Fellowship and Scholarships available to students at any member institution
   C. Provide Minority focus for some Fellow and Scholar award
   D. Increase Fellow and Scholarship publicity at Minority Serving Institutions & Community Colleges

2. **Provide opportunities for undergraduates through design and space based research activities**
   A. Continue to evolve Workforce Development programs
   ▪ Create student / student team / mentor links in research and design activities
   ▪ Facilitate relationships between industries and academia
   ▪ Connect students and student teams to relevant NASA problems and challenges
   ▪ Provide forums for Student / NASA / Industry interactions
   ▪ Design Challenge teams are involved in EPO - - do you want to count this at meeting column 4 here?

3. **Fund research initiation grants for new faculty at affiliate institutions**
   - Issue annual AO for New Investigations Program
   - Restrict to new faculty (first 5 years)
   - Require in-kind/cash match from Institution to meet NASA’s matching requirement

4. **Evolve K-12 Education Initiatives**
   A. Issue annual Announcement of Opportunity (AO) for in-service and preservice programs
   B. Place emphasis on STEM related activities
   C. Require in-kind/cash match from school district or sponsoring school to meet NASA’s matching requirement
D. Continue and evolve K-12 Teacher Summer Programs
E. Recruit K-12 teachers from Explorer schools for summer programs

5. **Maintain a membership of active affiliates**
   - Actively seek affiliate representation on consortium committees
   - Seek diversity in all Consortium activities
   - Keep member institutions involved in TSGC programs
   - Identify and invite candidate institutions to TSGC meetings
   - Invite institutions to apply for membership when appropriate
   - Revitalize/terminate inactive affiliates as necessary

6. **Leverage resources through cooperative activities**
   - Invite other consortia to participate in TSGC activities
   - Participate in activities of other consortia when appropriate
   - Support appropriate non-Space Grant programs with presentations, workshops, materials, etc.

7. **Seek external support for consortium activities**
   - Seek industry support for selected activities
   - Write proposals for non-NASA funding
   - Seek private donations

8. **Provide NASA with quantifiable output measures of program impacts**
   - Track Fellow and Scholar recipients to determine their first professional placements
   - Track minority participation in programs
   - Track partnerships and involvement of representatives from other consortia
   - Track participants in higher education and K-12 programs

9. **Streamline program administration**
   - Develop and establish web-based procedures
   - Minimize mailing expense by use of electronic media
   - Employ electronic meetings when appropriate to conserve resources
   - Maintain an 800 number to facilitate communications with affiliate representatives.