



**BUILD. IMPACT. TRANSFORM.**



# BUILD TODAY

A&M-SAN ANTONIO'S CORE VALUES  
ARE CENTRAL TO EVERYTHING WE DO.

## EXCELLENCE

We strive for excellence above all else. Those who represent the A&M-SA family—faculty, staff, students and alumni—do so with the highest standards of integrity and characterize the grit, honor and traditions of the campus community.

## STUDENT FOCUS

We use a number of co-curricular activities, including experiential learning, as catalysts to achieve active student learning. We use intentional and innovative teaching and applied learning methods to educate a diverse student body, enhance retention and encourage timely graduation.

## AUDACIOUSNESS

We think big and work diligently to fulfill our aspirations. We are an agile, innovative and entrepreneurial university that prepares students, faculty and staff to create a better future and transform the world, starting with our local community, region and state.

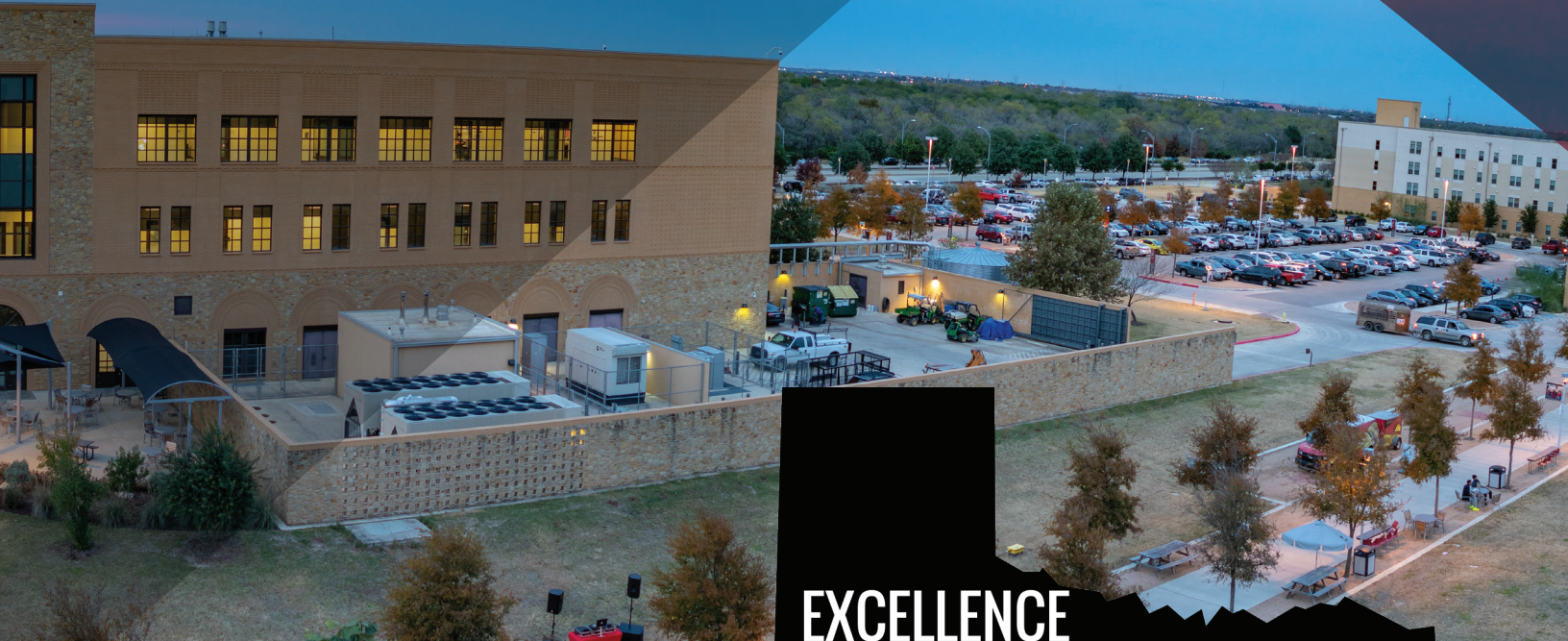
## OPPORTUNITY

We create opportunities for a diverse student body by embracing the demographics of our region and the military-connected community. We are inclusive of all learners and welcome students where they are, socially, economically and academically. We prepare traditional and nontraditional students with marketable skills and research experiences that contribute to a meaningful life and a fulfilling career.

## COLLABORATION

We value interdisciplinary approaches, partnerships and research opportunities that respond to needs across public and private industries, the military community, school districts, other colleges and universities and the Texas A&M University System.

# IMPACT TOMORROW



## MISSION

A&M-San Antonio is reflective of the diverse and heritage rich community it serves. University and community partnerships provide a strong foundation for student and academic success and support interdisciplinary teaching and experiential learning. Faculty and staff collaborate to create comprehensive, industry-responsive academic and co-curricular programs that provide a transformative experience for all students. The University's inclusive environment inspires learning and fosters social development using relevant scholarship, research and public service. A&M-San Antonio graduates leave well-equipped with knowledge and marketable skills that prepare them for rewarding careers, responsible global citizenship and lifelong learning.

EXCELLENCE  
COLLABORATION  
AUDACIOUSNESS  
STUDENT FOCUS  
OPPORTUNITY



## VISION

A&M-San Antonio serves as an economic, research and social catalyst that will become nationally recognized for student and academic success, embracing all students, especially those from underrepresented communities.

# GOAL 1

**BECOME A NATIONAL MODEL FOR STUDENT AND ACADEMIC SUCCESS EMBRACING ALL STUDENTS, PARTICULARLY FIRST-GENERATION AND UNDERREPRESENTED COMMUNITIES, WHILE ACHIEVING GRADUATION AND RETENTION RATES ABOVE THE NATIONAL AVERAGE.**

## Outcomes:

**100%** OF A&M-SA STUDENTS will have completed at least three high-impact practices by graduation.

**85%** FIRST-TIME, FULL-TIME freshmen, first semester to second semester persistence rate.

**80%** FIRST-TIME, FULL-TIME freshmen, first year to second year persistence rate.

**70%** TRANSFER STUDENT three-year persistence and/or graduation rate.

FIRST-TIME, FULL-TIME MINIMUM 4-YEAR AND 6-YEAR GRADUATION RATES BY 2030:

**37%** (4-YEAR) **60%** (6-YEAR)

Targets exceed regional averages, based on 2016 regional IPEDS data

## A&M-SA NSSE DATA

on student satisfaction survey will exceed that of competitive and aspirational regional and national peers.

Source:  
 NSSE national survey of student engagement

## ALL A&M-SA STUDENTS'

cost-to-degree meets or exceeds the affordability standards outlined in the Texas 60X30 initiative.



### Experiential Learning & Community Engagement

The philosophy that students learn best by doing through experiences such as community service, service-learning and internships.



### JagX

An immersion program that enriches learning

### Academic Success Coaches

Professionals who support and encourage students academically and personally on a regular basis.



### Jaguar Tracks

A series of courses to keep students accountable and motivated toward degree attainment.

**STUDENT RETENTION MODEL**

# GOAL 2

CONTINUE TO BUILD ACADEMIC EXCELLENCE.

## Outcomes:

IMPLEMENTATION OF AN ACADEMIC PLAN BY MAY 2017.



BY 2024, **Ph.D.** EXPAND GRADUATE OFFERINGS by at least six programs, including the introduction of DOCTORAL PROGRAMS

BY 2021, **20%** OF THE COURSES in each college WILL BE CERTIFIED experiential-learning or service-learning courses.



BY 2021, THERE WILL BE AT LEAST **\$2,500,000** DOLLARS IN ANNUALIZED EXTERNAL GRANTS.

THROUGH 2021, THERE WILL BE AT LEAST A **10% ANNUAL INCREASE** PER CAPITA IN FACULTY SCHOLARSHIP AND CREATIVE ACTIVITIES.





STUDENT-TO-FACULTY RATIO NOT TO EXCEED **20:1**

INCREASE STUDENT EMPLOYEES' PREPAREDNESS IN UTILIZING 8 NACE KEY CAREER READINESS CONSTRUCTS BY **50% THROUGH THE HIRED! PROGRAM**

BY 2021

**30%**

**OF FRESHMAN STUDENT FAMILIES/PARENTS** will participate in at least one family/parent program on campus before their student graduates.

**80%**

**OF STUDENTS** will have completed three programs related to financial literacy before they graduate.

**95%**

**OF INCOMING FIRST-YEAR STUDENTS** and 25% of incoming transfer and graduate students will have completed the CliftonStrengths assessment and increased their understanding of their top five Strengths.

# GOAL 3

**ACHIEVE ENROLLMENT GROWTH THROUGH STRATEGIC ENROLLMENT MANAGEMENT, STUDENT-FOCUSED ACADEMIC EXPERIENCES, CO-CURRICULAR PROGRAMS AND STUDENT-SUPPORT SERVICES.**

## Outcomes:

BY 2022, A&M-SA WILL HAVE AT LEAST

**10,000 STUDENTS**

BY 2021, A&M-SA WILL HAVE ON OR NEAR CAMPUS

**HOUSING FOR 10% OF THE OVERALL STUDENT ENROLLMENT OR APPROXIMATELY 1,000 BEDS**

BY 2021

**40%**

**OF UNDERGRADUATE STUDENTS** will have participated in university-recognized clubs, organizations and/or rec sports.

**20%**

**OF GRADUATE STUDENTS** will have participated in university-recognized clubs, organizations and/or rec sports.

BY 2021, A&M-SA WILL ADD AT LEAST

**8 NEW RECRUITMENT MARKETS**

BY 2021, THE PERCENTAGE OF STUDENTS

who report that the institution emphasizes the following activities **QUITE A BIT** or **VERY MUCH** will increase:

- Spending significant amounts of time studying and on academic work
- Providing the support you need to help you succeed academically
- Using computers in academic work
- Encouraging contact among students from different economic, social and racial or ethnic backgrounds
- Helping you cope with your nonacademic responsibilities (work, family, etc.)
- Providing the support you need to thrive socially
- Attending campus events and activities (special speakers, cultural performances, athletic events, etc.)

Source:  NSSE national survey of student engagement

# GOAL 4

**ENGAGE IN PARTNERSHIPS THAT ADVANCE STUDENT GROWTH AS WELL AS CREATE OPPORTUNITIES FOR FACULTY AND STAFF ENGAGEMENT, SCHOLARSHIP AND RESEARCH.**

## Outcomes:

**BY 2021**

**30%** OF STAFF WILL ACTIVELY PARTICIPATE IN PROFESSIONAL ORGANIZATIONS.

**250** PUBLIC AND PRIVATE LEADERS WILL BE ENGAGED ANNUALLY WITH THE UNIVERSITY. (e.g. will speak at campus functions, actively participate in advisory boards, etc.)

**25%** INCREASE IN RECRUITMENT EFFORTS AND SUPPORT SERVICES TO THE MILITARY-CONNECTED STUDENTS

**\$5 MILLION A YEAR** MINIMUM PHILANTHROPIC SUPPORT TO A&M-SA.

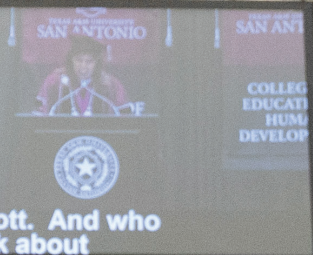
**IMPLEMENT PARTNERSHIPS WITH 20 HIGH SCHOOLS AND COMMUNITY COLLEGES TO INCREASE ENROLLMENT, SUPPORT RETENTION AND LEAD STUDENTS TO GRADUATION WITH A SEAMLESS TRANSITION**



# TRANSFORM THE FUTURE

## ANNUAL REVIEW OF STRATEGIC PLAN STRATEGIES AND PROGRESS

Activity	Responsible Party	Timing
Update on System measurements associated with Strategic Imperatives	Cabinet	November
Review of A&M-SA Strategies	Cabinet, in coordination with Strategic Plan co-chairs	June/July
Progress Report on strategic outcomes compiled for campus distribution	Office of the President	August/September



TEXAS A&M UNIVERSITY  
**SAN ANTONIO**

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