Goal 1: Become a national model of student and academic success for serving under-represented students and to achieve graduation and retention rates above the national average.

1. Continue to implement practices that support persistence and retention rates at an audacious stretch of at least 8% above the national norm. Time to degree for first-year students at 4 years is greater than the national norm by 8%.

This has been the inaugural year for the rollout of student support initiatives and high impact practices:
   a) Academic Success Coaches met with 100% of freshman during the fall 2016 semester and 96% during the spring 2017 semester to address student’s personal and academic needs. Topics included time management, study skills, etc.
   b) Retention for first-time, full-time students: F16-Sp17 87% | Sp17-F17 71% (still in process)
   c) Time to Degree progress: 30.7% of the freshman class completed 30+ hours by the end of their first year. Thirty-nine students successfully completed the Graduation Pledge, where they committed to complete 30 hours per year to ensure graduation by 2020.

2. Implement the Foundations of Excellence program.

The Foundations of Excellence survey results and working group feedback continue to be analyzed for trends and action plan items which will be presented to the cabinet for review and discussion. A quality enhancement plan will be included as a part of the action plan which is required for accreditation.

3. Evaluate and as practical assess the high impact practices that are being implemented for first-year students, transfers and graduate students. (on-going)

   a) 89.5 percent of students who completed Jaguar Tracks I completed the spring 2017 term.
   b) A Committee on Retention Efforts (CORE) has been established to review first-year student success and programs related to student retention.
   c) Added $200,000 in recurring funds for student-faculty research projects—to be used as seed money that will lead to federal grants and contracts.
   d) Added a fourth hour to the introductory math courses to improve pass rates. Students get three hours of credit but attend classes an extra hour per week. We are evaluating the idea of adding a fifth hour, which is common even on large research campuses.

4. Develop an athletics masterplan and strategy. (Commence this year)

This initiative is in its infancy; however, a consultant has been selected and a steering committee has been appointed to explore the options for entering into an athletics program.
Goal 2: Develop an academic plan that specifies the academic programs to be implemented over the next ten years which reflect the needs of the region and emphasize marketable skills.

The academic plan was completed in late April and will emphasize a teaching, learning, and research environment centered around the recruitment, development, and support of an engaged faculty. All entities within the university will advocate for the highest-quality infrastructure of premier teaching, learning, and research settings supportive of the following goals:

1. Prepare students for success, global citizenship and lifelong learning.
2. Facilitate a culture of inquiry and research productivity.

There currently are five parts to the academic plan:

1. **Implement new STEM academic programs in water-resource management.**

   The MS in Water Resources Science and Technology has been approved by System and the THECB, and a substantive change prospectus is currently being prepared for submission to SACSCOC. We are committed to providing our students with excellent faculty who are aligned with the university’s mission to support undergraduate research and the Chancellor’s Research Initiative to providing transformational impact on the University’s academic and research goals.

2. **Develop a B.S. degree in science and engineering education.**

   This degree would be an innovative program—one of only a handful in the country—that focuses on preparing teachers to teach in STEM fields and expose students in K-12 schools to academic and career opportunities in STEM fields. According to a report generated by Hanover, an estimated 10,000 or more high school students were projected to enroll in high school engineering classes each year, which would require as many as 500 specialized teachers in Texas according to estimates from the National Science Foundation.

3. **Develop a B.S. degree in computer-engineering technology.**

   This degree will build on our existing degrees and strength in cybersecurity and information science.

4. **Create the A&M-San Antonio Express Lane and pilot with select high schools. (commence)**

   The Express Lane will unfold in 3 different ways including an early admit process, Early College in High School and/or Dual Credit programs, and investigation into a TRIO/Upward Bound program.

   In February, the University was awarded with the Texas Foundation Scholars Grant in the amount of $1.4M to be used for scholarships and operations to focus on 40 early college high school students each year for the next 5 years. During the initial planning year (FY18),
Student Affairs will create a policy for early admit to A&M-SA supported by scholarships which would include additional student involvement the year they are waiting for entry.

In fall 2017, nine students from Three Rivers Independent School District will attend classes on the A&M-SA campus through an early college high school partnership. Other partners for Early College in High School and/or Dual Credit will be pursued throughout the 17-18 academic year.

The Director of Early College Credit will investigate implementation of a TRIO/Upward Bound program that might be implemented once sufficient staffing and space allow.

5. **Formalize pedagogical support for faculty teaching, academic classroom technology and experiential learning. (ongoing)**

In summer 2016, the Center for Teaching and Learning (CTL) provided 6 weeks of new-faculty development for approximately 35 incoming faculty and 3 weeks of professional development for returning faculty. Throughout the academic year, the center offered approximately 25 workshops on topics related to improving teaching and learning. Many of the workshops were offered in partnership with faculty from across campus, as well as the Writing Center, Department of Academic Technologies, University Library, Disability Support Services, and the Center for Experiential Learning and Civic Engagement. In addition, the CTL provided one-on-one consultations and classroom observations for interested faculty.

**Goal 3: To achieve enrollment growth by effectively implementing learner-centered academic and co-curricular programs.**

1. **Grow enrollment in state, out of state and internationally. (ongoing)**

**In-State Enrollment Growth**

a) Admission reports from last year are currently being analyzed.
b) The Director of Admissions is to have a finalized 2018-2019 recruitment plan to me by September 1, 2017. Certainly, San Antonio and the surrounding Bexar County areas will continue to be the most fruitful. Enrollment growth for fall 2017 is on target and we anticipate reaching 9,000 students by 2020.

**Out-of-State Enrollment Growth**

Out-of-state enrollment growth will likely come from surrounding states that provide easy traffic accessibility. Admission applications from out of Texas will be watched along with alumni migration patterns as more students graduate and move out of Texas to determine other areas for recruiting purposes.
International Enrollment Growth

Based on the current small yield of enrolled international students (1%) for the FY16, a conscience decision has been made to refocus efforts in Mexico for FY17. Plans to revisit beyond Mexico will be looked at in 2019.

2. Develop a presidential leadership program and begin the honors program development.

The President’s Leadership Class (PLC) was establish during summer 2016. The program includes 25 PLC scholars who receive a four-year scholarship worth $8,000. In addition, PLC Scholars receive four years of rigorous leadership training, fostering both intellectual and personal growth. Scholars experience a multi-dimensional program that integrates service learning, community impact projects, and involvement with industry and community leaders.

Goal 4: Engage in partnerships that advance student academic success and job readiness as well as provide opportunities to enhance faculty and staff engagement, scholarship and research.

1. Enhance partnerships with the community colleges.

Our partnerships with local community colleges continues to develop but our efforts to place on-campus transfer admission counselors at each of the Alamo colleges has proven difficult to move forward in a timely manner. The on-campus admission counselors will enhance our relationships with the Alamo colleges and provide a streamlined process for potential transfer students.

We continue to have semi-annual meetings with all of the Alamo Community Colleges to discuss better processes and pathways for our transfer students.

We are currently involved in the following projects for collaborative efforts:
  1. The Alamo Area College Access and Completion Consortium
  2. Texas Serves
  3. Upgrade San Antonio

2. Enhance pipeline programs with the A&M-System in areas such as graduate education for health care professionals and other specialty areas within A&M-system including (2+2s).

The campus is working to create partnerships to enhance graduate education opportunities for teachers by creating cohort programs within San Antonio-area school districts that will allow teachers to attend and complete their degrees by attending classes within district facilities. A&M-San Antonio is also finalizing a 2+2 agreement with UT Health San Antonio that will provide our students the opportunity to compete their nursing pre-requisites here prior to applying for admission to the BSN program at UT Health San Antonio. A&M-SA continues its participation in the development of the CAST 2 high school, in partnership with the San Antonio Independent School District (SAISD), local employers, and the Alamo
Colleges that will provide a STEM-focused education for students in SAISD and surrounding districts.


DRT
The DRT partnership and MOU were completed in early 2017. The collection will open to the public later this summer with a grand opening slated for October 2017. The DRT collection will be housed in the Presidio Gallery through a partnership Bexar County.

Tricentennial Commission
A number of events are being planned on the A&M-SA campus for the City’s Tricentennial celebration which will include faculty, staff and students along with the greater San Antonio community.

TACTICAL Goals For FY17: Business of Running the University

1. Focus on hiring critical positions. Enhance leadership development across campus.
   All VP positions and Chief of Staff position have been filled. Critical positions in Institutional Advancement have been filled, full impact was delayed with hiring freeze.

2. Complete strategic plan, master plan and enrollment plan analyses.

   Strategic Plan
   The Strategic Plan has been finalized and is in the implementation phase. The mission statement is being presented to the Board of Regents for approval during the August 2017 meeting. The planning document will be placed on the University’s website and passed out at the annual Convocation Ceremony on August 24.

   Master Plan
   The Master Plan has been finalized and reviewed by the System Office. The completed master plan document is posted on the University’s website. A trifold executive summary was created and shared with System personnel, Board of Regents and campus faculty and staff. The brochure is also posted to the University’s website and readily available as a public handout.

   Enrollment Plan
   Analysis is ongoing. A review of admissions, recruitment and enrollment data is ongoing and strategies are aligned with target goals. Over the next academic year a comprehensive document will be established.

3. Complete residence halls, consolidate all programs to Main campus.

   All campus programs were consolidated to the Main campus beginning in January 2017. To accommodate the consolidation, 13 portables were brought in to house back-office operations including, human resources, payroll, marketing, facilities, etc. The vacated
offices were reassigned to faculty and staff within the College of Business and a portion of staff in the College of Education and Human Development.

Residence Hall, Esperanza Hall

Occupancy has been granted. Resident Directors moved in on Saturday, August 5. Freshmen will begin moving in on Saturday, August 19th with the remaining students moving in on Saturday, August 26.

As of June 21, Esperanza Hall has 227 leases signed for a total of 61% occupancy. A&M-SA and ACC are working together to reach out to every student with less than 30 hours as per the contract. ACC is using direct mail, email, working with New Student Orientation to speak personally with each student who has not reached out to housing before coming to NSO.

4. Develop and implement an integrated marketing and fundraising approach through Institutional Advancement.

Marketing

The University’s website was upgraded in December 2016. In March 2017, an experienced Director of Marketing and Communication was hired with the tasks of improving communications and marketing efforts. The process of engaging an outside firm to strategically brand the institution and develop a platform for integrated marketing of the University had already begun and the new Director assumed responsibility for managing the process. The Branding effort is due to be completed at mid-September and the new strategic branding platform incorporated into all institutional communications, marketing and physical entities.

Fundraising

During this past year, several key positions were hired including, alumni affairs director, development director, annual fund and scholarship coordinator and data base administrator. This is a strong group of highly qualified individuals that will begin building strong infrastructure and systems for stewardship and giving.

Work continues on the transition of Foundation Board members. Solicitation for new members will begin this year. New members will replace individuals who are terming out with the addition of a few more Board members to increase overall service. The goal for the Foundation is to transition from a passive, events based board to a philanthropic board.

We are in the process of three major gift initiatives.
5. **Align with Strategic plan metrics for A&M-system**

The University is in alignment with the Strategic Plan metrics for A&M-System. This is further witnessed in the A&M-SA Strategic Plan Document, Build Impact Transform.