From the Strategic Plan Steering Committee Chair

ON BEHALF OF THE STRATEGIC PLAN STEERING COMMITTEE AND WITH GREAT PRIDE IN THE TEXAS A&M UNIVERSITY-SAN ANTONIO COMMUNITY, I’M PLEASED TO PRESENT TRANSFORMING TOMORROW TOGETHER, OUR STRATEGIC PLAN FOR 2022-2026.

The plan is a result of many months of thought, effort, and consultation. Its development depended upon and was enriched by your contributions, and achieving the institutional goals we’ve identified will take all of us working together in concert. It is your day-to-day efforts over the next five years that will bring Transforming Tomorrow Together to life and put the transformative power of higher education to work for our students and in our community.

I am grateful to my fellow steering committee and task force members for their commitment and dedication to the planning process, and to all of you whose voices and points of view informed our work. I look forward to continued collaboration as we implement the plan and to celebrating our successes together in 2026.

Best regards,

JESSICA LOUDERMILK
Inspired by the imagination and spirit of A&M-San Antonio’s founders, President Cynthia Teniente-Matson has outlined a long term strategic vision that provides a framework to guide our growth for the next two decades as we evolve to serve the emerging educational and professional workforce needs of one of the fastest growing cities in the nation. President Matson’s strategic vision builds on the solid foundation created by the A&M-San Antonio community over the past twelve years and looks forward toward our next two decades as a thriving Hispanic-Serving Institution that is ready to meet the challenges and opportunities of the future. The current plan, Transforming Tomorrow Together, is situated within this longer term vision and charts the course for the next five years as we move in the direction of this long term vision.

A STRATEGIC VISION FOR 2040

Talent is universal; opportunity is not.

When the late Texas State Senator Frank Madla proposed legislation to establish an institution of higher education on the south side of San Antonio, he acted on this sentiment, which has since become a popular aphorism. Senator Madla envisioned a thriving urban university, reflective of its diverse, heritage-rich community, that would enhance our neighborhoods and create pathways for economic mobility. Many voices and community leaders banded together to make Texas A&M-San Antonio a reality and in so doing, launched boundless opportunities for a rising metropolitan university and the community it serves, inspiring us to think big and catalyze large-scale, equity-minded progress.

Now in our second decade—and as we look forward at the next 20 years—the audacious spirit of our founding is more necessary for the future of A&M-San Antonio than ever before. Already one of the nation’s fastest growing cities, San Antonio’s population is forecasted to increase by approximately 1 million people by 2040, and the continued growth of A&M-San Antonio is essential to ensuring the city meets the educational and professional workforce needs of the future. Our University is an anchor for the continued development of South Bexar County and the spark for research activities and economic and social mobility. The academic enterprise drives innovation and knowledge production that will improve our students’ quality of life and the surrounding community for generations to come. Twenty years from now, we will have continued to evolve to meet the emergent needs of the region, and we will enjoy a reputation for excellence, grounded in the accomplishments of our faculty, staff, students, and alumni.
CREATING OPPORTUNITIES

To meet the challenges and opportunities of globalization and the social, environmental, and technological changes that lie ahead, A&M-San Antonio must be deliberate and focused in all that we do, while retaining the flexibility to respond to the rapid pace and unpredictability of change. The speed of emerging technologies and the magnitude of societal change will certainly shape the modern Texas society, global economy, and higher education landscape. As we evolve and continue to build our university community, these same forces energize and drive our commitment to:

1. Transform the lives of our students with high-caliber, affordable, nationally recognized academic programs that anticipate the needs and challenges of the future:
2. Facilitate in innovative research, scholarship, cultural enrichment, and partnerships that influence health and welfare, environmental sustainability, economic development, and overall quality of life within the region, nation and world:
3. Harness the power of collective impact with partnerships that catalyze applied research and leverage the university’s ability to engage in culturally-informed family engagement, enhance college completion, and improve economic mobility; and
4. Advance social justice in our regional communities by producing scholarly research pertaining to racial justice and educational equity.

STUDENT CENTERED AND STUDENT FOCUSED

As a proud Hispanic-Serving Institution, our majority-Hispanic student population looks much like the Texas we anticipate in 2040, by which time Hispanics will account for over 50% of all Texans and be the majority of the state’s labor force. As envisioned by our founders, we aspire to become a national model for student success critical to powering Texas’s professional workforce of the future. We will remain forward-looking in our student success practices as we prepare our graduates for global challenges and opportunities—both the known and the unforeseeable. We do so by:

1. Providing academic pathways and transformative experiential learning and research engagement opportunities that contribute to career readiness and high academic achievement at the undergraduate and graduate levels;
2. Preparing our graduates for selective graduate and professional schools;
3. Investing in programs that ensure a better future by removing obstacles and inequities, minimizing biases, and equipping students to understand and embrace differences;
4. Harnessing the power of community engagement and partnership to provide student learning and civic and global engagement opportunities; and
5. Integrating the student-centered experience and the learner-centered academic approach.
CULTURE OF INCLUSIVE EXCELLENCE

Our University community is committed to maintaining a culture of inclusive excellence and fostering the success of a diverse student body, composed of individuals from an expansive range of ethnic and racial backgrounds, intersectionalities, abilities, life experiences, and beliefs. Collectively, we will foster a vibrant, affirming, and supportive community in which faculty and staff ideate with their colleagues and proactively engage in continuous learning and collaborative problem-solving. We will affirm and demonstrate a commitment to inclusion, shared equity leadership, and “diversity within diversity,” continually building cultural knowledge and understanding throughout our community.

CONCLUSION: BUILDING A GREAT PUBLIC RESEARCH UNIVERSITY

The next twenty years are critical in all aspects of our campus maturation. By 2040, guided by our values and deeply committed to place and transformative community engagement, A&M-San Antonio will be a Carnegie R2 rising doctoral-granting university with a robust research portfolio and a national reputation for fostering equitable learning experiences and outcomes for a diverse population, and serving as a catalyst for social, cultural, and economic impact. This bold vision for 2040 sets Texas A&M University-San Antonio’s course for the next 20 years and provides the overarching framework in which our upcoming series of five-year strategic plans will operate. Achieving the vision will require sustained focus, continued development of our research and operational infrastructure, and the principled investment of time, effort, and resources. We will get there by continuing Senator Madla’s legacy—by thinking big and being audacious in creating opportunity.

Updated January 2023
Our Values

• WE ARE STUDENT-CENTERED. We exist, first and foremost, to serve our students and support their academic success, professional development, and personal growth. We meet our students where they are and are intentional in understanding and serving their needs.

• WE ARE EQUITY-MINDED, INCLUSIVE, AND RESPECTFUL. We embrace individual and cultural differences as a strength of our diverse community, and share in the responsibility to co-create a culture and shared mindset in which each member is accepted, valued, safe, and can thrive.

• WE ARE VISIONARY. We reject the status quo and take an “all things are possible” approach to building a university of the future, embracing innovative ways of thinking and doing.

• WE ARE A CATALYST FOR OPPORTUNITY. We create transformative, equitable experiences and outcomes for our students, employees, and community. We engage in and support teaching, learning, and research that advance the creation of knowledge, improve our understanding of the world, and effect positive change.

• WE ARE COLLABORATIVE. We understand the value of working together across disciplinary and organizational lines, and embrace a spirit of collaboration, both within the University and with our community partners.

• WE ARE COMMITTED TO EXCELLENCE. We foster a culture of holistic wellbeing, achievement, and excellence, grounded in the honor, integrity, and traditions that are the hallmarks of the Texas A&M University System.

Our Mission

As a proud Hispanic-Serving and Military-Embracing Institution with a predominantly first-generation student population, Texas A&M University-San Antonio transforms lives and our community by delivering a quality higher education experience that is accessible and inclusive, and by empowering students for academic success, rewarding careers, and engaged global citizenship.

Our Vision

Texas A&M University-San Antonio will be a rising doctoral-granting university with a robust research portfolio, a national reputation for fostering equitable learning experiences and outcomes, and increasing influence as a catalyst for social, cultural, and economic impact.
Deliver a premier academic experience characterized by outstanding teaching, high quality scholarship, and distinctive curricular and co-curricular programs.

ACADEMIC EXCELLENCE

OBJECTIVES:

- Foster an inclusive work environment conducive to equity, satisfaction, and productivity, as measured by improved employee success and retention.
- Accelerate institutional impact on the region through increased number of graduates.
- Maintain a current curriculum responsive to regional and national needs.
- Make meaningful and sustainable progress towards increasing research productivity and impact.
- Refine and improve A&M-San Antonio’s shared governance model to outline the decision-making process, committee structure, and roles and responsibilities of stakeholders by 2024.
Provide a holistic educational experience for students that will support their academic, professional, and personal success.

OBJECTIVES:

Increase student success scores on the National Survey of Student Engagement (NSSE) indicator of “Supportive Environment” from 36.3 to 40 for first year students and 33.6 to 36.8 for seniors.

By August 2023, develop and implement a comprehensive plan for student well-being utilizing the KPIs derived from the 2022 Healthy Mind Study results.

Increase fall-to-fall retention rates of full-time FTIC students from 67% to 75% and of new, full-time transfer students from 78% to 83% by August 2026.

By August 2026, increase the percentage of undergraduate students who complete at least one internship, research experience, or other work-based learning experiences by graduation from 40%-45% to 50%.
Increase enrollment of a diverse student population, providing and expanding access to an affordable high quality four-year university experience to students of all backgrounds and identities.

**OBJECTIVES:**

- Grow overall enrollment from 6,770 in fall 2020 to 8,750 in fall 2025.

- Increase enrollment in targeted student populations from 1,289 to 2,397 by fall 2025.

- Increase visibility of A&M-San Antonio within the community to promote a college-bound culture through increased pipeline program participation from 7,463 to 10,100 in fall 2025.

- Establish seven new funding revenue sources to support student enrollment growth and diverse student populations to increase student success by fall 2024.
IMPACT & ENGAGEMENT

Engage in collaborations and activities that advance our community and region and boost institutional visibility and reputation.

OBJECTIVES:

Communicate the A&M-San Antonio HSI impact with a compelling, action-driven content strategy that fosters engagement with donors, alumni, and the community.

Implement a university-wide strategy to increase A&M-San Antonio’s reputation and elevate the University brand’s distinctiveness.

Build and enhance partnerships that support excellence and equitable access to education, community health, and economic development, and that leverage A&M-San Antonio’s HSI status, faculty expertise, and commitment to equity and social justice.

Communicate and build relationships with alumni and community members in a way that positively impacts alumni engagement and causes the A&M-San Antonio’s donor base and overall giving to increase year-over-year.
CULTURE OF EXCELLENCE

Strive for excellence, continuous improvement, and responsible stewardship in all that we do, on behalf of the campus community we serve.

OBJECTIVES:

- By May 2026, utilizing our institutional effectiveness and compliance planning processes, become a model of excellence through continuous improvement, assessment, and data-informed practices in our services and systems.

- Demonstrate excellent fiscal stewardship by building a sustainable funding model by August 2026 through the use of financial indicators, as well as growth in higher formula funded semester credit hours.

- Build upon a culture that embraces employee retention, engagement, and satisfaction.

- Embrace cultivation of a diverse and inclusive institutional culture for students, faculty, and staff.

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