BUILD. IMPACT. TRANSFORM.
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.

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.

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.

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.

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.
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.

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.

**MISSION**

**VISION**
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.

ALL A&M-SA STUDENTS’ cost-to-degree meets or exceeds the affordability standards outlined in the Texas 60X30 initiative.

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.

ALL A&M-SA STUDENTS’ cost-to-degree meets or exceeds the affordability standards outlined in the Texas 60X30 initiative.

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.

ALL A&M-SA STUDENTS’ cost-to-degree meets or exceeds the affordability standards outlined in the Texas 60X30 initiative.

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.

ALL A&M-SA STUDENTS’ cost-to-degree meets or exceeds the affordability standards outlined in the Texas 60X30 initiative.

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.

ALL A&M-SA STUDENTS’ cost-to-degree meets or exceeds the affordability standards outlined in the Texas 60X30 initiative.

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.

ALL A&M-SA STUDENTS’ cost-to-degree meets or exceeds the affordability standards outlined in the Texas 60X30 initiative.

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.

ALL A&M-SA STUDENTS’ cost-to-degree meets or exceeds the affordability standards outlined in the Texas 60X30 initiative.
GOAL 2
CONTINUE TO BUILD ACADEMIC EXCELLENCE.

Outcomes:

IMPLEMENTATION OF AN ACADEMIC PLAN BY MAY 2017.

BY 2024, 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.
GOAL 3
ACHIEVE ENROLLMENT GROWTH THROUGH STRATEGIC ENROLLMENT MANAGEMENT, STUDENT-FOCUSED ACADEMIC EXPERIENCES, CO-CURRICULAR PROGRAMS AND STUDENT-SUPPORT SERVICES.

Outcomes:
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 2022, A&M-SA WILL HAVE AT LEAST 10,000 STUDENTS

BY 2021, STUDENT-TO-FACULTY RATIO NOT TO EXCEED 20:1

OUTCOMES

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.

BY 2021, OF UNDERGRADUATE STUDENTS will have participated in university-recognized clubs, organizations and/or rec sports.

BY 2021, 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
GOAL 4

ENGLACE 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.

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

250 INCREASE IN RECRUITMENT EFFORTS AND SUPPORT SERVICES TO THE MILITARY-CONNECTED STUDENTS

25% MINIMUM PHILANTHROPIC SUPPORT TO A&M-SA.

$5 MILLION A YEAR 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

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