



## A Strategic Vision for 2040 – Outlook to A Foreseeable Future

### **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, nationally recognized academic programs that anticipate the needs and challenges of the future;
2. Engage in innovative research, scholarship, and partnerships that influence health and welfare, environmental sustainability, and economic development 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, 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 and to "diversity within diversity," continually building cultural knowledge and understanding throughout our community.

## 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. We will get there by continuing Senator Madla's legacy—by thinking big and being audacious in creating opportunity. 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.