Faculty Senate

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Provost & Senior Vice President for Academic Affairs
December 1, 2022

A Bold Vision for UTSA

UTSA
CREATING
BOLD FUTURES

Strategic Plan Refresh 2022-23 | Strategic Plan Refresh Steering Committee

Agenda

1. About UTSA's Ten-Year Strategic Plan (2018-28)
2. Year 5 Progress Report
3. A Changing Landscape, A Changing UTSA
4. About the Refresh Process
5. Project Leadership

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Ten-Year Plan: Transforming UTSA

WHERE WE STARTED

In 2017, a strategic planning process to build on past success and chart UTSA's course for the **next decade** and achieve a new level of excellence was initiated.

WHERE WE ARE

UTSA has made strides toward reaching **three strategic destinations** and becoming an innovative, Hispanic-thriving, great public research university.

WHERE WE ARE GOING

Building on our momentum and adapting to a changing landscape, the "refresh" will be carried out by the SPRSC, will allow the university to affirm our vision.

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Ten-Year Plan: We've Come a Long Way

President Eighmy arrives at UTSA and launches a strategic planning process

2017

Inspired by 10 models of peer excellence, UTSA launches initiatives to achieve three strategic destinations

2019

UTSA aligns its mission, vision, and strategic goals with a long-range financial plan

2023

Implement the plan to achieve our vision by 2028

2028

UTSA makes substantial progress toward commitments in student success and research excellence

Pre-2017

UTSA adopts a 10-year strategic plan to become great public research university and Hispanic-Thriving

2018

UTSA embarks upon a participatory process to refresh our strategic plan to evolve our vision

2022

UTSA presents its refreshed plan and budget pro forma to the UT System and Regents

2023

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A Plan Structured for Transformational Impact

DESTINATIONS/ RATIONALES

Strategic Differentiators that Set UTSA Apart

INITIATIVES

Project Planning & Implementation

OUTCOMES

Quantitative KPIs to Track Change

IMPACT

Benefit, Improvement, Positive Change

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Change Over Time | Initiative Status at Year 5

Destination	Completed	In Progress	Upcoming
Goal	*30*	*15*	*4*
Model for Student Success	15	7	1
Great Public Research University	4	3	-
Exemplar for Strategic Excellence	11	5	3

Learn More at utsa.edu/strategicplan/initiatives

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Year 5 Progress Report

Celebrating our strategic transformation in-progress

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Destination 1 | A Model for Student Success

Rationale:

UTSA is a next generation Hispanic-thriving, multicultural institution where students from all backgrounds can excel.

As a prosperity engine graduating world-engaged civic leaders of tomorrow, UTSA provides students with exceptional opportunities for experiential learning and classroom to career education.

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Destination 1 | A Model for Student Success

More Students, More Degrees, Faster

Top 3	40%	1,700+	$40M	#2
In the % of Degrees Awarded to Latino or Hispanic Students at HSI/R1s	Of UTSA's Ph.D. Graduates That Identify as Black or Latino (NSF SED 2020)	Students Receiving Tuition Support through BOLD Promise	Transformational gift to bolster student success	% of Tenured/Tenure-Track Faculty who identify as Hispanic or Latino among all HSI/R1s

Select Key Initiatives Implemented | 2017-2022

- ✓ Student Success Center
- ✓ Classroom to Career
- ✓ Dreamers Center
- ✓ 21st Century Learning Environments
- ✓ Guadalupe Hall Constructed

- ✓ Achieved SACSCOC Reaffirmation of Accreditation
- ✓ Equity Advocacy Initiative
- ✓ Launched Behavioral Intervention Team
- ✓ Public Health Task Forces (2020-22)
- ✓ Academic Success District

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Destination 1 | A Model for Student Success

Moving the Needle | How Our Initiatives Are Transforming UTSA

KPI	Destination	Where did we start? 2017	Where are we now? 2022	What is our target? 2028	Percentage Change 2017–22	Progress to Goal
Total Student Enrollment	DI	30,768	34,322	>45,000	▲ 12%	76%
First-Year Retention Rate	DI	74%	80%	>85%	▲ 8%	94%
6-Year Graduation Rate	DI	37%	53%	>60%	▲ 43%	88%
First-Year Students in Top 25% of Graduating Class	DI	55%	53%	>55%	▼ 4%	96%
Percentage of Students with Experiential Learning	DI		39%	>75%		52%

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Destination 2 | A Great Public Research University

Rationale:

UTSA is an urban-serving university of the future with a focus on driving San Antonio's knowledge economy.

UTSA is living out the notion that great universities need great cities, and great cities need great universities.

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Destination 2 | Great Public Research University

Transforming Human Discovery and Driving Regional Economy

$145M	Top 5%	$2B/$3B	78	15
Total Research Expenditures in 2021	RI Status Puts UTSA in the Top 5% of Research Productivity of All Universities	Direct economic impact annually from UTSA/IED	Endowed Chairs and Professorships	Faculty Members in the National Academies (NASEM+NAI)

Select Key Initiatives Implemented | 2017-2022

- ✓ Launched Klesse College of Engineering and Integrated Design
- ✓ Launched College for Health, Community and Policy
- ✓ Strategic Faculty Hiring Initiative
- ✓ Graduate Student Success for Faculty Excellence
- ✓ Launched School of Data Science
- ✓ National Security Collaboration Center

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Destination 2 | A Great Public Research University

Moving the Needle | How Our Initiatives Are Transforming UTSA

KPI	Destination	Where did we start? 2017	Where are we now? 2022	What is our target? 2028	Percentage Change 2017-22	Progress to Goal
Total Faculty	D2	1,350	1,376	>2,000	⌃ 2%	69%
Total Staff	D2	2,643	2,525	>3,250	⌄ 4%	78%
Faculty Receiving Prestigious Awards	D2	3	8	25	⌃ 167%	32%
Faculty in the National Academies	D2	5	14	15	⌃ 180%	93%
Annual Research Expenditures	D2	$70.2m	$142m	$300m	⌃ 102%	47%
Endowed Chairs, Professorships and Fellowships	D2	75	85	300	⌃ 13%	28%

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Destination 3 | Exemplar for Strategic Excellence

Rationale:

UTSA will realize its full potential as a university by growing to become a more comprehensive institution.

By focusing on nimbleness and continuous improvement, UTSA integrates innovative approaches and best practices to ensure goals align with operational processes. With a reputation as a great place to work, UTSA actively cultivates people excellence.

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Destination 3 | Exemplar for Strategic Growth

Bigger, Better, Smarter, Leaner
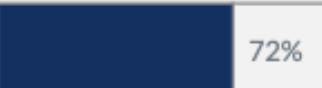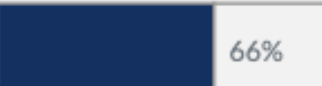
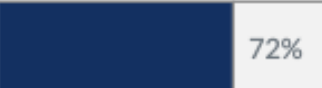| 5	-10%	$500M	6M	2023
Campuses serving our students and our city in more locations	Reduced Administrative Cost Ratio over five years	Launching the Public Phase of the Be Bold Fundraising Campaign	Size, in square feet, of UTSA's total campus facilities footprint	UTSA joins the American Athletic Conference

Select Key Initiatives Implemented | 2017-2022

- ✓ Campus Master Plan
- ✓ Implement an Incentivized Resource Management Budget Model
- ✓ Institute of Texan Cultures Stakeholder Visioning
- ✓ Roadrunner Athletics Center for Excellence

- ✓ Strategic Communications
- ✓ Strategic Enrollment
- ✓ San Antonio Workforce Initiative
- ✓ Westside Community Partnerships

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Destination 3 | Exemplar for Strategic Excellence

Moving the Needle | How Our Initiatives Are Transforming UTSA

KPI	Destination	Where did we start? 2017	Where are we now? 2022	What is our target? 2028	Percentage Change 2017-21	Progress to Goal
Annual Budget	D3	$515.9m	$717m	$1b	39%	72%
Endowment Value	D3	$134m	$264m	$400m	97%	66%
Gross Square Footage of Facilities	D3	5.4m ft	6m ft	8m ft	12%	72%
Administrative Cost Ratio	D3	8.3%	7.4%	<8%	-10%	Goal Exceeded

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A Changing Landscape,
A Changing UTSA

Affirming and evolving our strategic vision for the "new normal"

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Watch the Town Hall

www.utsa.edu/strategicplan

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We Are At a Positive, and Pivotal Point

A refresh lets us take a deep breath and pause, celebrate how far we have come, strengthen our foundations, and ask ourselves:

PLAN TO DIFFERENTIATE

What will we need to be in 5, 10, 20 years?

What our our **bold big bets** to really differentiate us as we enter this new normal?

FURTHER EVOLVE

Is now the time to **expand experiential learning**, and explore **online growth**, **credentialing**, **life-long learning**?

MATURE

How to use the next 5 years to **consolidate our gains** and **continue maturing** from a young university into a **large, impactful student success-focused discovery enterprise**?

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About the Refresh Process

Affirming and evolving our strategic destinations

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Strategic Plan Refresh Basics

WHY A REFRESH?

UTSA has risen to the challenges to serve our students and deliver our mission in a changing world.

We will unite to **celebrate** our successes, **hone** our approach, and **align** our resources.

PROCESS OVERVIEW

Undertake an **inclusive and transparent** process.

Stakeholder participation is vital to **affirm** our current work and **identify** new opportunities for excellence.

Timeframe: 2022-23 academic year

GETTING INVOLVED

UTSA's future depends on all of us.

Stakeholders will have multiple opportunities through townhalls and related engagement strategies to **share their perspectives** throughout the process to shape where we are going.

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Refresh Process Goals

Since 2017, UTSA has made significant strides toward achieving its strategic destinations - we are on course to keep going

A refreshed plan will allow us to:

- **Acknowledge** what we have achieved since 2018

- **Map** our progress and chart our future directions up to 2028

- **Adapt** to changes in the higher education landscape

- **Capitalize** on lessons learned during the pandemic

- **Align** our goals and pro forma (long-range financial plan) as required by UT Regents

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Presidential Charge to the Steering Committee

The SPRSC, chaired by Provost Espy, directly involves senior leaders from across campus, the Faculty Senate, Staff Senate, Student Government Association, and the Department Chairs' Council.

The SPRSC will serve two primary roles in the refresh process:

1. **Leadership** in affirming and revising our strategic plan, determining our big, bold bets for the future

2. **Facilitate** widespread communication about the revision effort and take the lead in engaging feedback from faculty, staff and student stakeholders

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Project Leadership | Strategic Plan Refresh Steering Committee

Kimberly Andrews Espy
Provost & Senior Vice President
Academic Affairs
Chair, SPRSC

Myron Anderson
Vice President, Inclusive Excellence

Lynn Barnes, Jr.
Senior Vice Provost, Strategic
Enrollment

JoAnn Browning
Dean, KCEID

Janis Bush
Chair, Departmental Chairs Council

Lisa Campos
Vice President, Intercollegiate
Athletics

Lynne Cossman
Dean, HCaP

Jill Fleuriet
Interim Dean, Honors

Paul Goodman
AVP, Facilities

Corrina Green
Associate Vice President, Real
Estate, Construction and Campus
Planning

Jonathon Halbesleben
Dean, ACOB

Sheri Hardison
Senior Associate Vice President,
Financial Affairs

Dean Hendrix
Vice Provost & University Librarian

Mary Hernandez
Senior Associate Vice President,
Admin and Operations, Business
Affairs

Damaris Ibarra
Chair, Staff Senate

Kendra Ketchum
Vice President, Information
Management and Technology

Carlos Martinez
Senior Vice President, Institutional
Strategic Planning, Chief of Staff

Glenn Martinez
Dean, COLFA

Ambika Mathur
Vice Provost, Graduate Students & Dean
Graduate School

Kasey Neece-Fielder
Associate Vice Provost for Strategic Planning
and Assessment

Veronica Salazar
CFO & Senior Vice President, Business Affairs

Karl Miller-Lugo
Vice President, Advancement and Alumni
Engagement

David Mongeau
Founding Director, SDS

Lisa J. Montoya
Vice Provost, Global Initiatives

Teresa Niño
Vice President, University Relations

Jasmin Paquet-Durand Ford
President, SGA

Kevin Price
Senior Associate Vice President, Campus
Facilities

LT Robinson
Senior Vice Provost & Dean of
Students

Stephanie Schoenborn
Chief of Police

Jaclyn Shaw
Interim Vice President, REDKE

Heather Shipley
Senior Vice Provost, Academic Affairs
& Dean, University College

David Silva
Dean, COS

Mario Torres
Dean, COEHD

Melissa Vito
Vice Provost, Academic Innovation

Steve Wilkerson
Associate Vice Provost, Institutional
Research

Tammy J. Wyatt
Vice Provost, Student Success

Rene Zenteno
Chair, Faculty Senate

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Momentum | Stakeholders Are Essential

It takes all Roadrunners to transform UTSA—this progress engages the best of us to keep moving forward
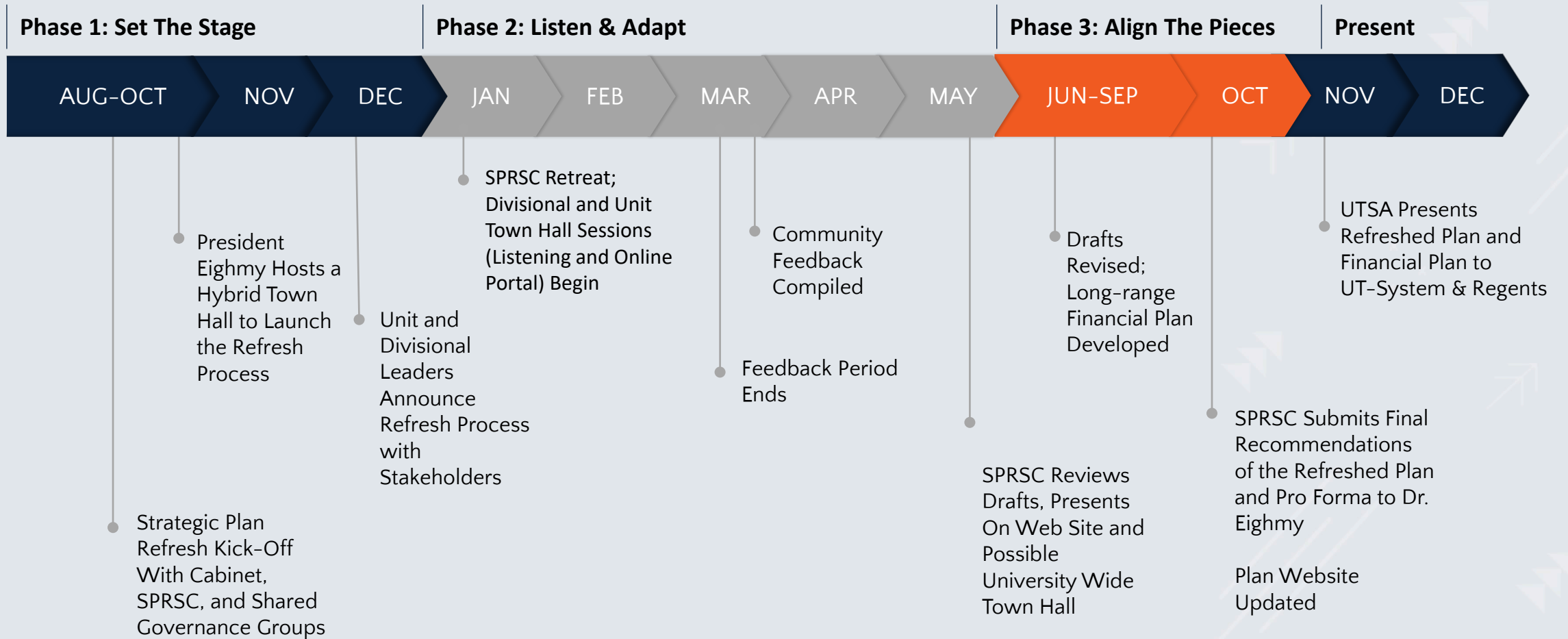
- UTSA's recent successes are a direct result of following our strategic plan

- We're on track to accomplish many goals ahead of schedule

- Your hard work made it possible

- We're moving in the right direction

- Now is an opportunity to reset the bar

- You will have many opportunities to get involved

- Your voice is essential to the refresh process

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"Town Hall" Iterative Feedback Process

- The refresh process is built **on iterative, input-and-dissemination engagement** strategies developed as "Town Halls" and other engagement strategies used in the Campus Climate Survey.

- These 32 units—and our shared governance organizations—are right-sized for **in-depth conversation and responsiveness**.

- SPRSC will regularly engage *faculty*, *staff* and *students* to get feedback, ensure transparency and promote accountability.

- Town Halls with external stakeholders will also be organized.

November 2022
President Eighmy hostsa Town Hall to share refresh goals and process.

Nov – Dec 2022
SPRSC members continue the Town Hall conversation with their units.

Jan – March 2023
Students, faculty, and staff give feedback through a Town Hall engagement strategy.

March 2023
SPRSC incorporates stakeholder feedback into revised draft.

May – Summer 2023
Stakeholders affirm and provide additional feedback on the draft.

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