

Revised Strategies and Tactics, 2012

A. Enriching educational experiences to enable student success

Strategy 1: Improve instruction of courses at UTSA

Colleges	<i>Tactic: a</i>	Expand the number of full-time faculty, both tenure-track and non-tenure-track
Library	<i>b</i>	Improve teacher development training for instructors, including teaching assistants and NTT lecturers; develop online resources for teachers
Library	<i>c</i>	Expand number of students receiving instruction in writing, quantitative and information literacy, and library research methods
AIE	<i>d</i>	Improve the evaluation of teaching using multiple indices for assessment
AA	<i>e</i>	Nurture and recognize outstanding teaching
AA	<i>f</i>	Broaden use of online resources for student academic support

Strategy 2: Improve Student Advising

US, Colleges	<i>Tactic: a</i>	Improve coordination between the freshman advising center and the various college-based advising centers through implementation of a University College
US	<i>b</i>	Engage external evaluators to analyze and improve undergraduate advising system (completed)
US, Colleges	<i>c</i>	Reduce wait time to see undergraduate advisors using technology
GS	<i>d</i>	Construct guidelines and expectations for effective graduate student advising
US, OIT	<i>e</i>	Expand online tools for self-advising and utilize advisors for more in-depth academic counseling
US	<i>f</i>	Implement four-year degree plans of study for all freshman
US, OIT	<i>g</i>	Implement an online degree audit system
SA, US	<i>h</i>	Assign peer mentors to freshman cohort groups
US, OIT	<i>i</i>	Implement an early alert system for monitoring student academic progress

Strategy 3: Strengthen and innovate delivery of curriculum

Colleges	<i>Tactic: a</i>	Review and address curricular barriers to student success, including course prerequisites, class availability, and enrollment policies
AA, SA, Research, OIP, Colleges	<i>b</i>	Broaden the experiential learning opportunities for students through study abroad, research experiences, service learning, and internships (also, see tactic <i>D-3-a</i>)
AIE US	<i>c</i>	Enhance the educational experience by <ul style="list-style-type: none"> • strengthening the periodic program review process for each academic unit
US		<ul style="list-style-type: none"> • reviewing and updating the core curriculum
Colleges		<ul style="list-style-type: none"> • strengthening and streamlining various major curricula
Colleges		<ul style="list-style-type: none"> • incorporating the three foundational themes and five areas of excellence throughout the curriculum
AA		<ul style="list-style-type: none"> • encouraging faculty to include new discipline-based innovations in the major curricula
AA	<i>d</i>	Encourage faculty to make use of TLC to develop/enhance teaching skills and

		strengthen course content
SA	<i>e</i>	Create office to coordinate and track current service learning and internships
AA/US	<i>f</i>	Implement the quantitative literacy program (QEP project)
OIT	<i>g</i>	Create an online resource for academic information and assistance
AA/US	<i>h</i>	Adjust the freshman year curriculum to promote greater academic success and student retention
SA/ Registrar	<i>i</i>	Explore alternative class scheduling paradigms
AA/OIT	<i>j</i>	Implement wait lists for courses
AA/US	<i>k</i>	Expand use of credit by examination
AA	<i>l</i>	Use summer school strategically to meet students' degree completion needs
AA, SA	<i>m</i>	Market four-year completion to students, faculty

Strategy 4: Enrich campus life experience

SA	<i>Tactic: a</i>	Enhance annual assessment of Student Services programs
BA, SA	<i>b</i>	Increase and enhance the retail services available on the three campuses
Libr., US	<i>c</i>	Increase student study spaces across campus
Library	<i>d</i>	Increase available services in the library
SA	<i>e</i>	Increase opportunities for student involvement and engagement through enhanced on-campus programming
SA, BA	<i>f</i>	Expand campus residential opportunities
SA	<i>g</i>	Develop/enhance communication of events on campus
AA, SA	<i>h</i>	Enhance faculty and staff engagement in campus life

Strategy 5: Develop Comprehensive Freshman Experience at UTSA

SA	<i>Tactic: a</i>	Utilize block enrollment in freshman classes
AA	<i>b</i>	Require students to complete core math and writing in freshman year
AA	<i>c</i>	Create new Academic Inquiry course
AA	<i>d</i>	Limit size of writing, Academic Inquiry courses
AA	<i>e</i>	Require college-level courses immediately following developmental courses
	<i>f</i>	Conduct an evaluation of the effectiveness of undergraduate orientation programs
AA, SA	<i>g</i>	Create University College to administer program and enhance advising

Strategy 6: Innovate Course Delivery to Enhance the Educational Experience

AA	<i>Tactic: a</i>	Identify effective instructional technologies through consultation with faculty and students
AA	<i>b</i>	Assist faculty with re-designing courses to enrich student success
AA	<i>c</i>	Create Academy for Distinguished Teachers to provide support for instructional enhancement on campus
AA/OIT	<i>d</i>	Support collaborative teaching and learning with technology <ul style="list-style-type: none"> • Add instructional development staff • Create a Faculty Instructional Technology lab • Develop ways for faculty to model best practices in teaching
AA	<i>e</i>	Host special events to highlight student learning and best practices in teaching

B. Serving society through creativity, expanded research and innovations

Strategy 1: Expand research and scholarly activities

Research, Colleges	<i>Tactic: a</i>	Develop incentives and support for interdisciplinary/ collaborative research, including mechanisms for STEM and non-STEM researchers
AA, Colleges	<i>b</i>	Develop faculty workload guidelines that promote scholarly activity while fulfilling UTSA's educational mission
AA	<i>c</i>	Evaluate/strengthen Center/Institute relationships with departments and strategic priorities of the university
AA, SA	<i>d</i>	Increase support for faculty, staff, and students to participate in research-related professional activities that contribute to UTSA's mission
AA, Colleges, Research	<i>e</i>	Support development of high potential UTSA faculty, including non-STEM areas
	<i>f</i>	Make strategic senior faculty appointments to stimulate research development and growth
Research, Colleges	<i>g</i>	Grow commercial and private sector sponsored programs
Colleges	<i>h</i>	Increase undergraduate research opportunities

Strategy 2: Strengthen graduate programs

GS, Colleges	<i>Tactics: a</i>	Develop long-term planning and process for linking the development of new graduate programs with strategic priorities and goal of attaining Tier-1 status
GS, Colleges	<i>b</i>	Support existing and new graduate programs through increased graduate student quality, diversity, and enrollment via aggressive recruitment and retention practices
GS, Research, Colleges	<i>c</i>	Leverage partnerships and innovative approaches to expand/enhance graduate programs
GS	<i>d</i>	Investigate novel ways (Gateway programs, REI programs, HSI programs) to diversify student population
GS	<i>e</i>	Provide adequate support for graduate students in order to enable recruitment of top students.

Strategy 3: Expand and optimize research space

Library, OIT	<i>Tactics: a</i>	(move to strategy/tactic 4e)
Research, Colleges	<i>b</i>	Optimize research space utilization in support of Tier-1 research growth
Research, BA, Pres	<i>c</i>	Secure new research space

Strategy 4: Develop improved research processes, policies, and infrastructure

Research, Colleges	<i>Tactics: a</i>	Provide education and training of administration, faculty and staff in research issues
AA, BA, Research, Colleges	<i>b</i>	Improve alignment of internal distribution of F&A revenues to better support institutional research development needs (complete) Track progress of F&A fund distribution and re-evaluate annually
OIT, Research	<i>c</i>	Provide enabling IT support for research computing, networking, visualization, and communication that enhances the university's research competitiveness
Research, BA	<i>d</i>	Improve coordination of grants and contracts accounting with pre-proposal administration (complete)
Library, OIT	<i>e</i>	Expand access to print and electronic information resources and media that support research growth that is independent of researcher location or time of day
Research	<i>f</i>	Improve process for developing large-scale, multidisciplinary programmatic-type grants
Research	<i>g</i>	Grow the public relations campaign that promotes and develops UTSA's research competitiveness

Strategy 5: Develop research agenda for the five areas of excellence

GS, Research, Colleges	<i>Tactics: a</i>	Coordinate planning for research programs with the five areas of excellence (see tactic B-2-a)
AA, Research, Colleges	<i>b</i>	Align college/department priorities to support the designated areas of excellence and reflect in new faculty
Colleges	<i>c</i>	Focus interdisciplinary centers/institute activity on growth in the designated areas of excellence

C. Promoting access and affordability

COMPLETED STRATEGIES AND TACTICS

Develop an enrollment management plan (EMP)

SA, Colleges	<i>Tactics: a</i>	Explore alternative undergraduate enrollment strategies
GS, Colleges	<i>b</i>	Optimize graduate program enrollments and align resources
SA, Colleges	<i>c</i>	Revise, implement, and monitor the EMP based on analysis of undergraduate admissions criteria

Develop admissions standards commensurate with student preparedness

SA, AA	<i>Tactics: a</i>	Explore impact of UTSA admissions standards on student retention efforts
SA, CS, Colleges	<i>b</i>	Develop alternative pathways for students to enter UTSA, including community college transfer programs

CONTINUING STRATEGIES AND TACTICS

Strategy 1: Enhance UTSA recruitment efforts

GS, Colleges	<i>Tactics: a</i>	Develop an integrated marketing plan focused on the undergraduate level and graduate levels
	<i>b</i>	Expand and strengthen P-20, city, and community organization partnerships to support undergraduate enrollment management
	<i>c</i>	Adopt more proactive recruitment strategies for undergraduate students:
GS, Colleges		• target top-quality HS students
AA, SA		• develop recruitment pipelines from high schools and other institutions of higher education, including community colleges
SA/ Admissions		• increase articulation agreements to attract academically prepared transfer students
SA		• expand recruitment of traditionally under-represented groups
AA		• expand recruitment of qualified international students
AA/OIP		• enhance collaborative undergraduate recruitment efforts with colleges
AA		• attract and enroll a higher number of top-quartile undergraduate students
	<i>d</i>	Adopt more proactive recruitment strategies for graduate students:
GS, Colleges		• target qualified UTSA undergrads for grad programs
AA, SA		• develop recruitment pipelines from other undergraduate institutions
SA/ Admissions		• improve marketing of advanced degrees to working professionals
SA		• expand international recruitment of qualified graduate students
		• establish collaborative graduate recruitment efforts with colleges
		• improve yield rate of accepted applicants to graduate programs

Strategy 2: Increase financial aid and scholarships to support the EMP

SA, GS	<i>Tactics: a</i>	Optimize current strategies for distributing undergraduate and graduate student financial aid to recruit and retain top students
SA, Research	<i>b</i>	Expand on-campus employment opportunities for undergraduates through work-study, research, <i>etc.</i>
UA, SA, Colleges	<i>c</i>	Continue fund raising campaign for scholarships, fellowships, grants and student employment funding
GS, Colleges	<i>d</i>	Expand on-campus teaching and paid research opportunities for grad students where resources are available
SA/Fin. Aid	<i>e</i>	Improve communication of scholarship opportunities to undergraduate and graduate applicants and enrolled students
SA/Fin. Aid	<i>f</i>	Explore setting earlier deadlines for financial aid applications
SA/Fin. Aid	<i>g</i>	Create financial aid incentives for students to complete 30 credit hours per year toward degrees
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<i>Strategy 3: Optimize enrollment management across the university</i>		
SA, AA	<i>Tactics: a</i>	Determine target institutional enrollment level and graduate/undergraduate mix
AA, Colleges	<i>b</i>	Determine individual college enrollment levels across graduate/undergraduate programs/majors
SA, GS, Colleges	<i>c</i>	Develop more metrics for graduate enrollments
GS, US, OIP	<i>d</i>	Develop strategy for managing undergraduate/graduate international student enrollment
SA/ Admissions	<i>e</i>	Adjust admissions criteria to reflect qualifications commensurate with student success at a research university
SA/Registrar	<i>f</i>	Offer classes and programs at times that fit students' needs
BA, SA/ Registrar	<i>g</i>	Consider banded tuition rates (perhaps focus on upperclassmen)

D. Serving the public through community engagement

Strategy 1: Develop UTSA's infrastructure to support and expand public service efforts

CS	<i>Tactics: a</i>	Improve utilization of community services/resources
CS		<ul style="list-style-type: none"> through the UTSA Outreach Council, including inventory UTSA public services
CS		<ul style="list-style-type: none"> evaluate alignment with strategic priorities
CS		<ul style="list-style-type: none"> recommend adjustment to mix of services
CS		<ul style="list-style-type: none"> identify resource strategies and sources
CS, SA	<i>b</i>	Enhance communication tools for promoting community engagement activities, both internally and externally
CS, SA	<i>c</i>	Improve recognition of service work conducted by faculty, students and staff
CS, SA		<ul style="list-style-type: none"> Create awards for outstanding public service achievements
CS		<ul style="list-style-type: none"> Seek Carnegie Community Service classification

Strategy 2: Expand lifelong learning opportunities

CS, AA	<i>Tactics: a</i>	Organize a robust central facilitating structure for all non-degree educational offerings
Colleges		Organize professional development and lifelong learning offerings under appropriate colleges/departments to utilize internal expertise
Colleges, CS	<i>c</i>	Expand high quality lifelong learning for niche markets, from P-20 through end-of-life
AA, CS	<i>d</i>	Develop appropriate incentives for faculty to participate in offering continuing education
P-20	<i>e</i>	Develop programs to help prospective students enter UTSA prepared for college-level academic work

Strategy 3: Increase student engagement with the community

AA, SA, Colleges, OIP	<i>Tactics: a</i>	Establish a clearinghouse to facilitate and increase partnerships with the community for "signature experiences"
Colleges		<ul style="list-style-type: none"> Create and increase awareness for opportunities for UTSA students to engage in "signature experiences"

Strategy 4: Enhance quality-of-life through community engagement

Pres, CS, UA, Colleges	<i>Tactics: a</i>	Implement a community engagement agenda on an annual basis
SA, UA, Pres		Raise profile of UTSA intercollegiate athletics programs for enhancement of campus and community engagement
CS, Colleges	<i>c</i>	Promote economic development through partnerships with community agencies, businesses, educational institutions, and research facilities
COLFA, CS	<i>d</i>	Promote the arts and humanities in the community through hosting and promoting arts events
Pres, AA, BA, SA, Research	<i>e</i>	Promote sustainability throughout the university as a model for the community

E. Expanding resources and infrastructure

Strategy 1: Optimize, expand, and enhance space

Library	<i>Tactic a</i>	Renovate the library to improve student study spaces and expand the collections space (completed)
OSM	<i>b</i>	Finalize and implement the comprehensive space utilization policy and processes
ExcVP	<i>c</i>	Align the campus master plan with the strategic plan (completed)
BA, OSM	<i>d</i>	Upgrade, optimize, and expand space
BA	<i>e</i>	Establish a building development process (completed)

Strategy 2: Develop and align budgetary resources

UA	<i>Tactic a</i>	Expand an internal and external communications and marketing campaign
UA, Pres Colleges	<i>b</i>	Execute UTSA's first comprehensive capital campaign
AA, BA, AIE	<i>c</i>	Implement strategies to enrich formula funding
Research, AA, Colleges	<i>d</i>	Increase and maximize use of sponsored program funds
Research, AA, Colleges	<i>e</i>	Develop appropriate culture and support to successfully commercialize intellectual property
BA, SA	<i>f</i>	Optimize auxiliary services to meet the needs of the university
Pres, BA, Research	<i>g</i>	Establish non-profit enterprises to facilitate entrepreneurial activities and public-private partnerships
BA, Facilities	<i>h</i>	Adopt sustainable business practices whenever feasible
AA, BA	<i>i</i>	Simplify the college fee structures assessed to students

Strategy 3: Recruit, develop, and retain faculty and staff

AFS, Colleges	<i>Tactic: a</i>	Continuously improve faculty search policies and practices to facilitate earlier offers and encourage diverse hiring (see also B-5-b)
AA, Colleges	<i>b</i>	Develop and implement NTT faculty career ladders
BA	<i>c</i>	Develop additional classified staff career ladders (ongoing)
AA, SA, BA	<i>d</i>	Identify critical skill sets and training to sustain continuity of key operations through improved retention
BA/HR	<i>e</i>	Address faculty and staff compensation issues (ongoing)
AA	<i>f</i>	Develop and maintain a more rigorous annual review process (focus on both staff and faculty) (ongoing)
AA, SA	<i>g</i>	Provide transformational leadership development for faculty and staff
BA/HR	<i>h</i>	Extend orientation programs (e.g. Day O.N.E.) to volunteers and hourly employees
AA	<i>i</i>	Expand programs and infrastructure for faculty development

Strategy 4: Improve and streamline administrative processes

Pres, AA,BA	<i>Tactic a</i>	Link the strategic planning and budget planning processes (ongoing)
AA, BA, Research	<i>b</i>	Identify and review key business policies and procedures, incorporating feedback from end-users and cross-functional units
AA, BA, Research, SA	<i>c</i>	Increase collaborative communication to improve operations and decision-making processes
Pres	<i>d</i>	Promote service-oriented organizational culture, administrative processes, and structure
OIT	<i>e</i>	Develop technology-based solutions, where practical, to streamline processes and reduce administrative burden

List of Abbreviations for Units Assigned Tactics:

- AA – Academic Affairs (Provost)
- AFS – Vice Provost for Academic and Faculty Support
- AIE – Office of Accountability and Institutional Effectiveness
- BA – Business Affairs
- Colleges – Includes all eight colleges
- CS – Community Services
- ExcVP – Executive Vice Provost
- GS – Graduate Studies
- OIP – Exec Vice Provost (Office of International Programs)
- OIT – Office of Institutional Technology
- OSM – Exec Vice Provost (Office of Space Management)
- Pres – Office of the President
- SA – Student Affairs
- UA – University Advancement
- US – Undergraduate Studies
- ? – Tactic which has not been assigned