A Vision for UTSA
Strategic Planning Themes & Initiatives

Faculty Senate • 10/12/17
On the Agenda

- Community Conversations
- Blueprint UTSA
- Perceptions
- Proposed Themes
- Possible Attributes
- Mapping Strategies to Themes
- Thinking About Metrics
- Fall/Winter Initiatives
- Some Possible Future Initiatives
- Strategic Plan Advisory Council
Community Conversations

- La Raza Faculty
  October 11
- Faculty Senate
  October 12
- Blueprint Team
  October 18
- Staff Council
  November 16
- SGA
  November 16

To Be Scheduled (Nov/Dec):
- COB
- COE
- COPP
- COLFA
- COS
- CACP
- COEHD
- University College
- Graduate School
Blueprint UTSA
Original Blueprint UTSA Planning Team

- **Lisa Blazer**
  Sr. Assoc. VP for Student Affairs

- **Lenora Chapman**
  Assoc. VP for Financial Affairs

- **Joe Izbrand**
  Associate VP for Communications & Marketing

- **Gail Jensen**
  Former Chief Legal Officer

- **Harry Millwater**
  Associate Dean of Faculty, COE

- **Bob McKinley**
  Senior AVP for Economic Development

- **Kevin Price**
  Sr. Associate VP & Dean of Students

- **Gerry Sanders**
  Dean, College of Business

- **Can Saygin**
  Assoc. VP for Sponsored Project Administration

- **Jaclyn Shaw**
  Director for Research Support

- **Sandy Welch**
  Former Sr. Vice Provost for Institutional Effectiveness

- **Tammy Wyatt**
  Assoc. Vice Provost for Student Success

- **Rene Zenteno**
  Vice Provost for International Initiatives
Original Blueprint Goals & Pillars

**Goal 1:** We will transform students into successful scholars, global citizens and leaders.

**Goal 2:** We will create scholarly work and research that significantly impact society.

**Goal 3:** We will enrich the quality of life and economic prosperity of the communities we serve.

**Goal 4:** We will deliver world-class support and infrastructure commensurate with a Tier One institution.

**Goal 5:** We will achieve recognition and esteem as a premier public research university.
Original Blueprint Strategies

1.1 Best Teachers
1.2 Education Support Culture
1.3 Student Engagement
2.1 Cluster Hiring
2.2 Accountability
2.3 Rankings/Recognition
2.4 Research Collaborations
2.5 Research Finance/Admin
3.1 Service-Learning
3.2 Community Partnerships
3.3 Economic/Tech/Cultural Catalyst
3.4 Community Events
4.1 Resource Management System
4.2 Budget Allocation Model
4.3 Philanthropic Activities
4.4 Recruitment System
4.5 Resources/Financial Support
4.6 State-of-the-Art Facilities
4.7 Downtown Campus Evolution
4.8 Operations Improvement
4.9 Cutting-Edge IT
5.1 Brand Development
5.2 Shared Vision Culture
5.3 Promote Achievement
Perceptions: Campus Community

Source: Stamats Brand Perception Study, June 2017
Perceptions: Alumni

Good school overall

Growing

Source: Stamats Brand Perception Study, June 2017
PROPOSED THEME #1

UTSA will be a Great Multicultural Discovery Enterprise

As a learning and research enterprise and next generation Hispanic-Serving Institution, UTSA will foster innovation and creative discovery by channeling our expertise into tackling critical societal issues of today and tomorrow. Cultivating a research-intensive environment where underserved students can thrive results in prosperity and opportunities for all. Transdisciplinary discovery and continuous reinvention will fuel corporate and foundational partnerships, allowing us to leverage UTSA’s scholarly impact for the betterment of our world. Adopting a HSI-Carnegie R1 excellence model will propel UTSA to a new level of distinctiveness.
UTSA will be an exemplary Urban-Serving Institution of the Future

Great cities need great universities and great universities need great cities. San Antonio serves as a living laboratory for learning, discovery and engagement, providing opportunities for experiential learning, cradle to career education and developing leaders for tomorrow. Active engagement with San Antonio's educational and health care systems, business communities, cultural establishments and governmental entities will solidify UTSA's role as a driver of San Antonio’s cultural and economic ecosystem.
San Antonio is a **multicultural**, large city that serves as a **portal to the Americas and the world**. By building on our deep ties to Mexico and Latin America, we will bring some of the world’s greatest minds to UTSA, expanding **global partnerships and learning opportunities** for our students. As we prepare students to be thoughtful, engaged and **world-ready citizens**, we will take advantage of San Antonio’s unique global position. Our students will receive the **intercultural knowledge** they need to succeed as future leaders.
Universities can only achieve greatness through the cumulative intellectual talent of their students, faculty and staff. Claiming areas of distinction as an institution hinges on the quality of our people. Our role as a driver of San Antonio’s knowledge economy requires that we grow the talent of our people, and continue to recruit world-class thought-leaders, researchers, teachers and mentors. In order to reflect the community we serve, we will emphasize increasing the diversity of our leadership and faculty.
All of our aspirations require effective and efficient solutions to resource utilization and infrastructure management. We will integrate innovative approaches and best practices to ensure our operational processes align with our goals, demonstrating nimbleness as an organization. This will require pursuit of new revenue streams, adoption of performance based budget models, monetization of our real estate assets and exploration of ways to reduce the financial debt burden on our students.
Possible Attributes

- Prosperity for All
- Lifelong Learning
- Living Laboratory
- Transdisciplinary Discovery
- Grand Challenges
- Hispanic Thriving Institution
- Experiential Learning
- Leaders for Tomorrow
- Mentorship
- Knowledge Economy

- Discovery Ecosystems
- "Aha" Moments
- Creative Discovery
- Intercultural Knowledge
- Portal to the Americas/World
- Continuous Reinvention
- Multicultural
- Nimble Organization
- Strategic Partnerships
- Strategic Communications
1.1 Best Teachers
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Multicultural Discovery Enterprise

THEME #1
THEME #2

Urban-Serving University

Blueprint Strategies

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5.3 Promote Achievement
1. Best Teachers
2. Education Support Culture
3. Student Engagement
4. Cluster Hiring
5. Accountability
6. Rankings/Recognition
7. Research Collaborations
8. Research Finance/Admin
9. Service-Learning
10. Community Partnerships
11. Economic/Tech/Cultural Catalyst
12. Community Events
13. Resource Management System
14. Budget Allocation Model
15. Philanthropic Activities
16. Recruitment System
17. Resources/Financial Support
18. State-of-the-Art Facilities
19. Downtown Campus Evolution
20. Operations Improvement
21. Cutting-Edge IT
22. Brand Development
23. Shared Vision Culture
24. Promote Achievement
1.1 Best Teachers
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Cultivating the Excellence of our People

THEME #4

Blueprint Strategies
1.1 Best Teachers
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1.3 Student Engagement
2.1 Cluster Hiring
2.2 Accountability
2.3 Rankings/Recognition
2.4 Research Collaborations
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3.1 Service-Learning
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5.1 Brand Development
5.2 Shared Vision Culture
5.3 Promote Achievement

Theme #5
Operational & Infrastructure Excellence
1.1 Best Teachers
1.2 Education Support Culture
1.3 Student Engagement
2.1 Cluster Hiring
2.2 Accountability
2.3 Rankings/Recognition
2.4 Research Collaborations
2.5 Research Finance/Admin
3.1 Service-Learning
3.2 Community Partnerships
3.3 Economic/Tech/Cultural Catalyst
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5.3 Promote Achievement

#1 Discovery Enterprise
#2 Urban-Serving
#3 World Engaged
#4 People Excellence
#5 Opr/Infrast Excellence
Thinking About Metrics

Possible Key Performance Indicators

- Graduation rates
- Number of PhDs awarded
- Faculty awards
- Faculty citations
- R&D expenditures
- Businesses served
- Jobs created
Thinking About Metrics

Possible Operational Metrics

- Student to faculty ratio
- Class size
- New tuition per student FTE ratio
- Staff to faculty ratio
- Administrative cost expended as a percentage of operating budget
- Total expenditures for physical facilities and infrastructure projects
- Total annual expenditures for deferred maintenance
Thinking About Initiatives

- Presidential Initiatives
- Strategic Initiatives
- Tactical Initiatives
Fall/Winter 2017 Initiatives

Presidential
- Student Success
- Strategic Enrollment
- Finances and Budget Model

Strategic
- Tuition and Fees
- Weighted Semester Credit Hours & Formula Funding
- SACSCOC Reaccreditation

Tactical
- Computational Research Building - National Security Collaboration Center
Some Possible Future Initiatives

Presidential
- Advancing Multicultural Leadership
- Realizing New Resources & Partnerships
- NRUF, R1 & Beyond
- Downtown Campus

Strategic
- Academic Program Review
- Ecosystems

Tactical
- PUF Requests
Strategic Plan Advisory Council

Representation from:

- Students, Faculty & Staff
- Student Government Association
- Graduate Students
- Faculty Senate
- Staff Council
- Former Blueprint UTSA Planning Team
- Deans
- Senior Administrators
- Department Chairs
- Alumni Association
- Development Board
Crowdsourcing Ideation

Harnessing the collective imagination of our campus community
Thoughts?
Thank You

taylor.eighmy@utsa.edu