A Vision for UTSA

Strategic Planning Themes & Initiatives

Student Government Association • November 16, 2017
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
- Student Government Association
  November 16
- COB
  November 10
- COPP
  November 13
- CACP
  November 17
- University College
  November 27
- Graduate School
  November 29
- COS
  December 5
- COE
  December 7
- COEHD
  December 11
- COLFA
  December 13
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.
Perceptions: Campus Community

Source: Stamats Brand Perception Study, June 2017
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.
Los Angeles Times

UC Irvine's rare distinction: It's an elite research university that's a haven for Latinos

June 9, 2017
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, military, cultural establishments and governmental entities will solidify UTSA’s role as a driver of **San Antonio’s cultural and economic ecosystem**.
Great Cities need great universities

Great Universities need great cities
Coalition of Urban Serving Universities

Arizona State University
California State University, Fresno
California State University, Fullerton
California State University, Los Angeles
California State University, Northridge
Cleveland State University
Florida International University
Georgia State University
Indiana University-Purdue University Indianapolis
Morgan State University
Portland State University
Rutgers University – Newark
San Jose State University
SUNY Downstate Medical Center
Temple University
The Ohio State University
University at Albany
University of California, Riverside
University of Central Florida
University of Cincinnati
University of Colorado-Denver
University of Houston
University of Illinois at Chicago
University of Maryland, Baltimore County
University of Massachusetts Boston
University of Memphis
University of Missouri-Kansas City
University of New Mexico
University of North Carolina at Charlotte
University of North Texas
University of Tennessee Knoxville
University of Toledo
University of Washington, Tacoma
University of Wisconsin-Milwaukee
Virginia Commonwealth University
Wayne State University
UTSA will be World Engaged

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, faculty and staff.
Cluster Hiring

Current Hiring Clusters
- Analytics & Data Sciences
- Brain Health
- Cybersecurity
- Open Cloud Computing

Future Hiring Clusters
- Sustainable Communities
- Advanced Manufacturing
- Teaching Innovation

To Be Determined

Dr. Jenny Hsieh
Semmes Foundation Chair in Cell Biology
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.
Science & Engineering Building
Possible Attributes

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

- "Aha" Moments
- Creative Discovery
- Intercultural Knowledge
- Portal to the Americas/World
- Continuous Reinvention
- Multicultural
- Nimble Organization
- Strategic Partnerships
- Strategic Communications
- San Antonio’s University
- Student-Centric
- Urban-Rural Connections
### Blueprint Strategies

1. **Best Teachers**
   - 1.1 Best Teachers
   - 1.2 Education Support Culture
   - 1.3 Student Engagement

2. **Education Support Culture**
   - 2.1 Cluster Hiring
   - 2.2 Accountability
   - 2.3 Rankings/Recognition
   - 2.4 Research Collaborations
   - 2.5 Research Finance/Admin

3. **Student Engagement**
   - 3.1 Service-Learning
   - 3.2 Community Partnerships
   - 3.3 Economic/Tech/Cultural Catalyst
   - 3.4 Community Events

4. **Service**
   - 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. **Community Partnerships**
   - 5.1 Brand Development
   - 5.2 Shared Vision Culture
   - 5.3 Promote Achievement

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**#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
- Job placement
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
- Finance and Budget Modeling

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
- Operational Efficiencies

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
- City/County Leaders
- ISD Leaders
- Non-Profit Leaders
Thoughts?

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Thank You

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