



A Vision for UTSA

Strategic Planning Themes & Initiatives

2017-2018

On the Agenda

- **Community Conversations**
- **Blueprint UTSA**
- **Perceptions**
- **Proposed Themes**
- **Possible Attributes**
- **Mapping Strategies to Themes**
- **Thinking About Metrics**
- **2017-2018 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
- **COB**
November 10
- **COPP**
November 13
- **COS**
December 5
- **COE**
December 7
- **COEHD**
December 11
- **COLFA**
December 13
- **Student Government Association**
January 18
- **CACP**
March 9
- **University/Honors Colleges**
March 9
- **UTSA Libraries**
March 9

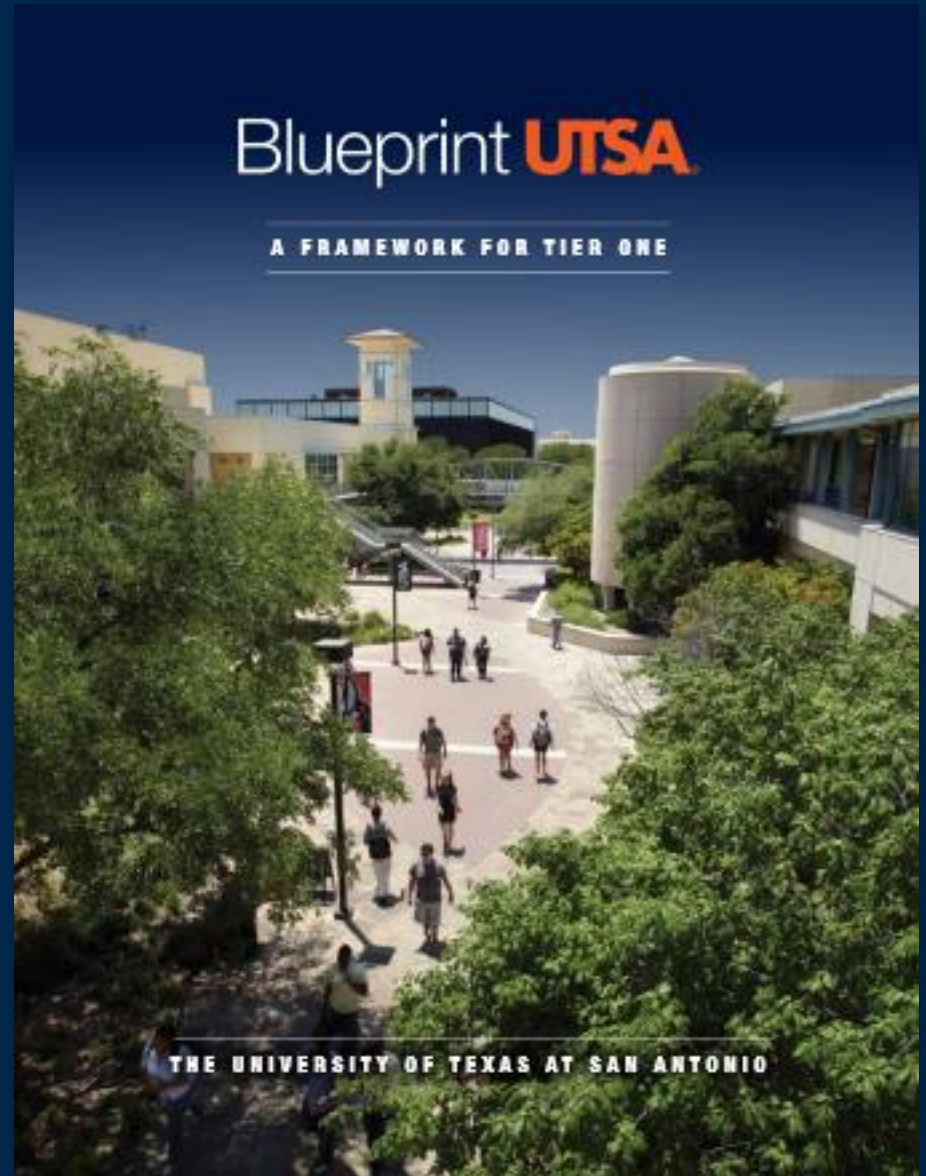


Conversations this Summer/Fall

- **Mission/Vision Statements**
- **Diversity Statement**
- **Communications/Branding**
- **Metrics**
- **Master Plan**
- **Next Set of Initiatives**



Blueprint UTSA



Original Blueprint Goals & Pillars

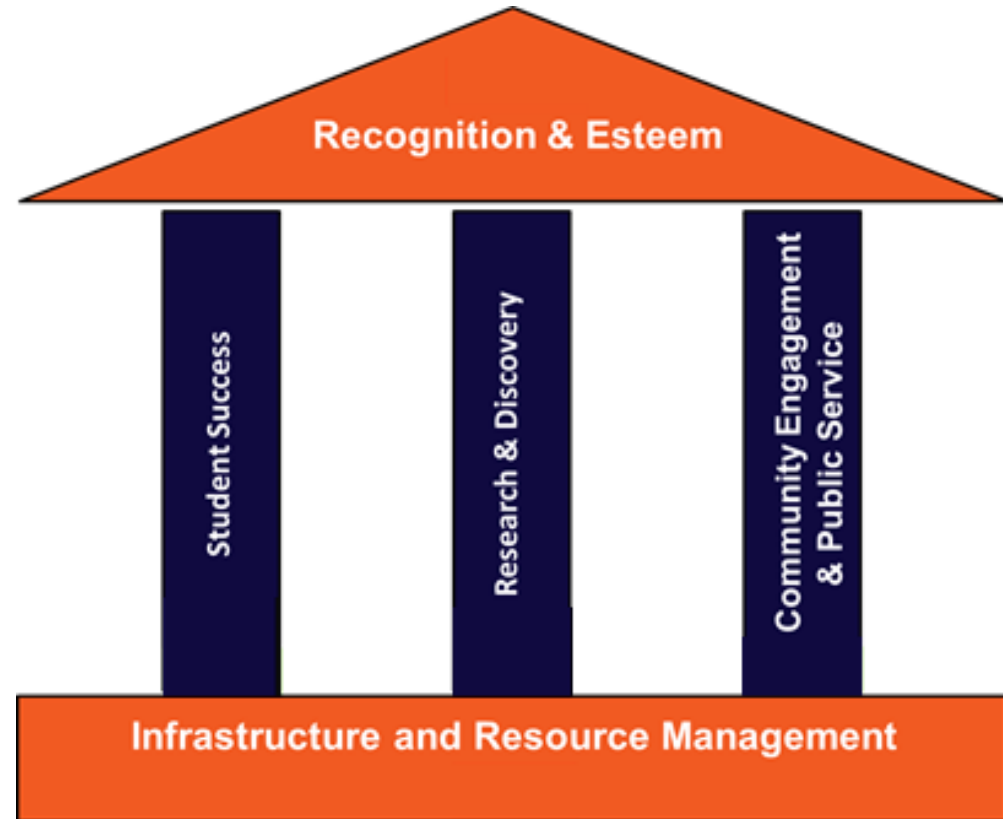
Goal 1: We will transform **students** into successful scholars, global citizens and leaders.

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.



Perceptions: Campus Community



Stamats Brand Perception Study, June 2017
1,883 faculty, staff & students surveyed



Perceptions: Alumni



Stamats Brand Perception Study, June 2017
1,052 alumni surveyed



Themes



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.



Los Angeles Times

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



UC Irvine students Angela Vera, left, and Daniela Estrada are part of the growing Latino student population at the university. (Robert Gauthier / Los Angeles Times)

June 9, 2017

THEME #2

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, military, cultural establishments and governmental entities will solidify UTSA's role as a driver of **San Antonio's cultural and economic ecosystem**.



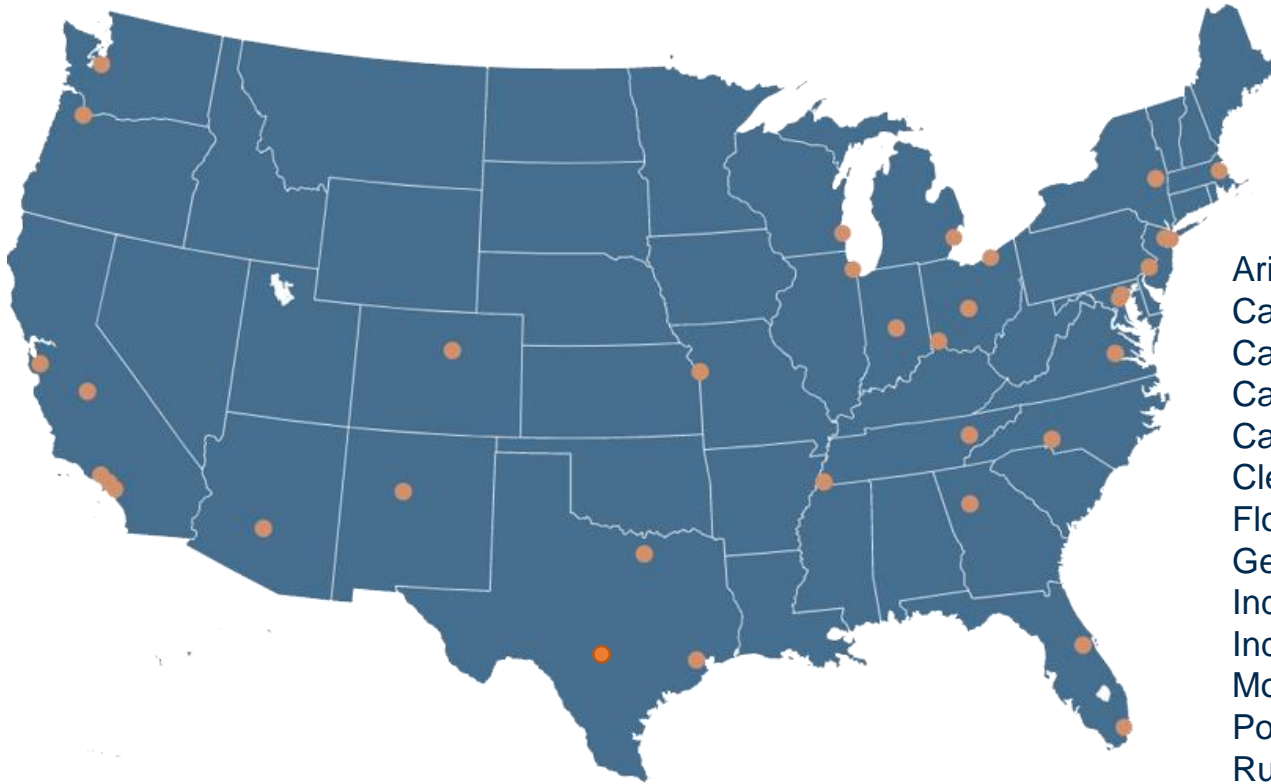
A nighttime photograph of a city skyline, likely San Antonio, Texas, featuring the Tower of the Americas and the Empire Tower. The city lights are visible against a dark blue sky. In the foreground, there is a highway interchange with a bus and some trees. A semi-transparent white box is overlaid on the top left of the image.

Great Cities
need great universities

A nighttime photograph of a city skyline, likely San Antonio, Texas, featuring the Tower of the Americas and the Empire Tower. The city lights are visible against a dark blue sky. In the foreground, there is a highway interchange with a bus and some trees. A semi-transparent white box is overlaid on the bottom right of the image.

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 Texas at San Antonio
- University of Toledo
- University of Washington, Tacoma
- University of Wisconsin-Milwaukee
- Virginia Commonwealth University
- Wayne State University

THEME #3

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.

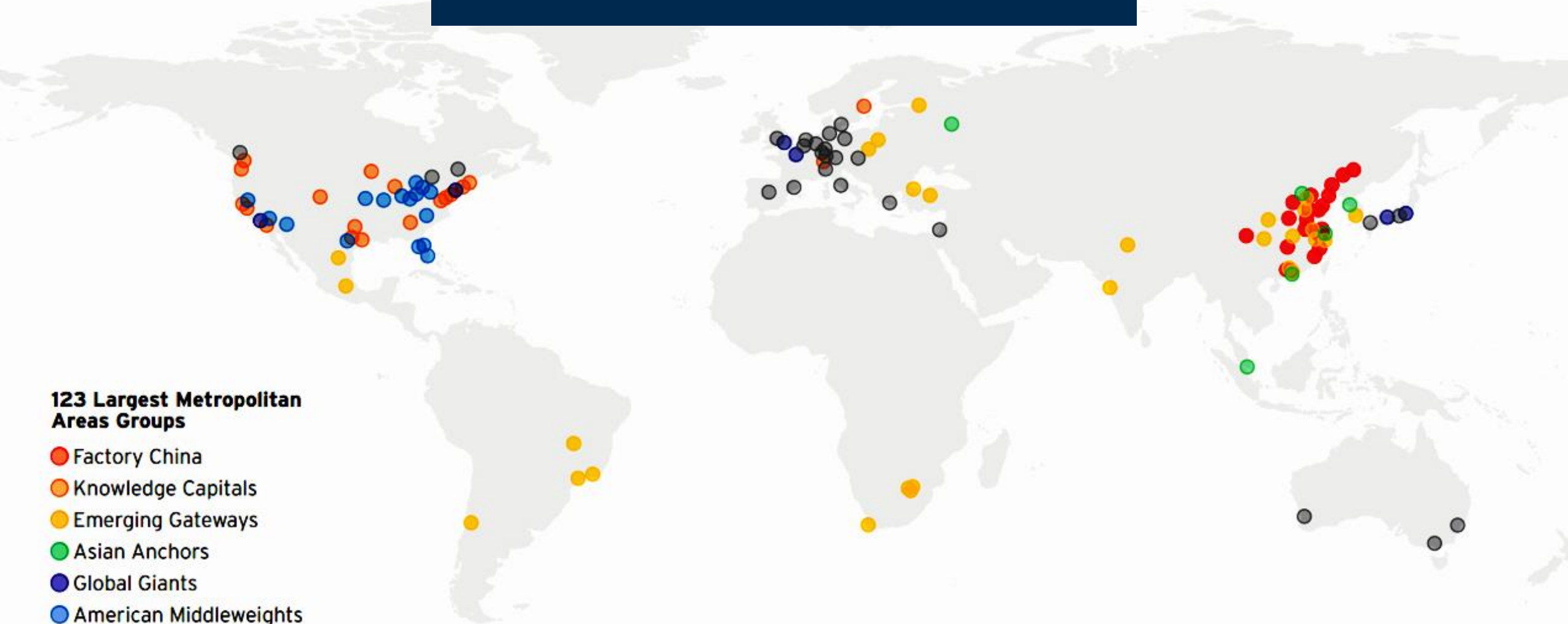


CONCEPT

Global Cities

123 Largest Metropolitan Areas Groups

- Factory China
- Knowledge Capitals
- Emerging Gateways
- Asian Anchors
- Global Giants
- American Middleweights
- International Middleweights



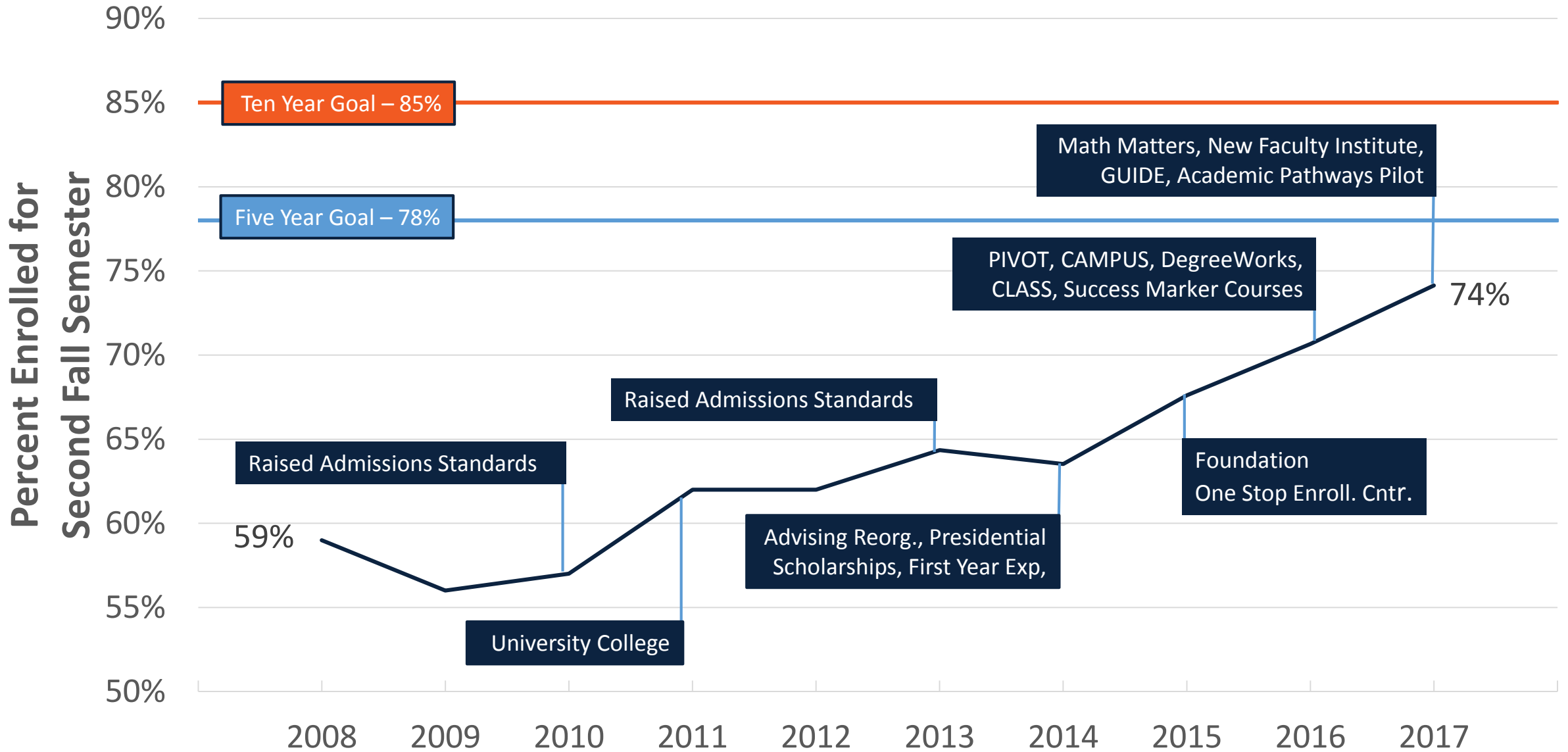
THEME #4

UTSA will Foster Exceptional Student Experiences

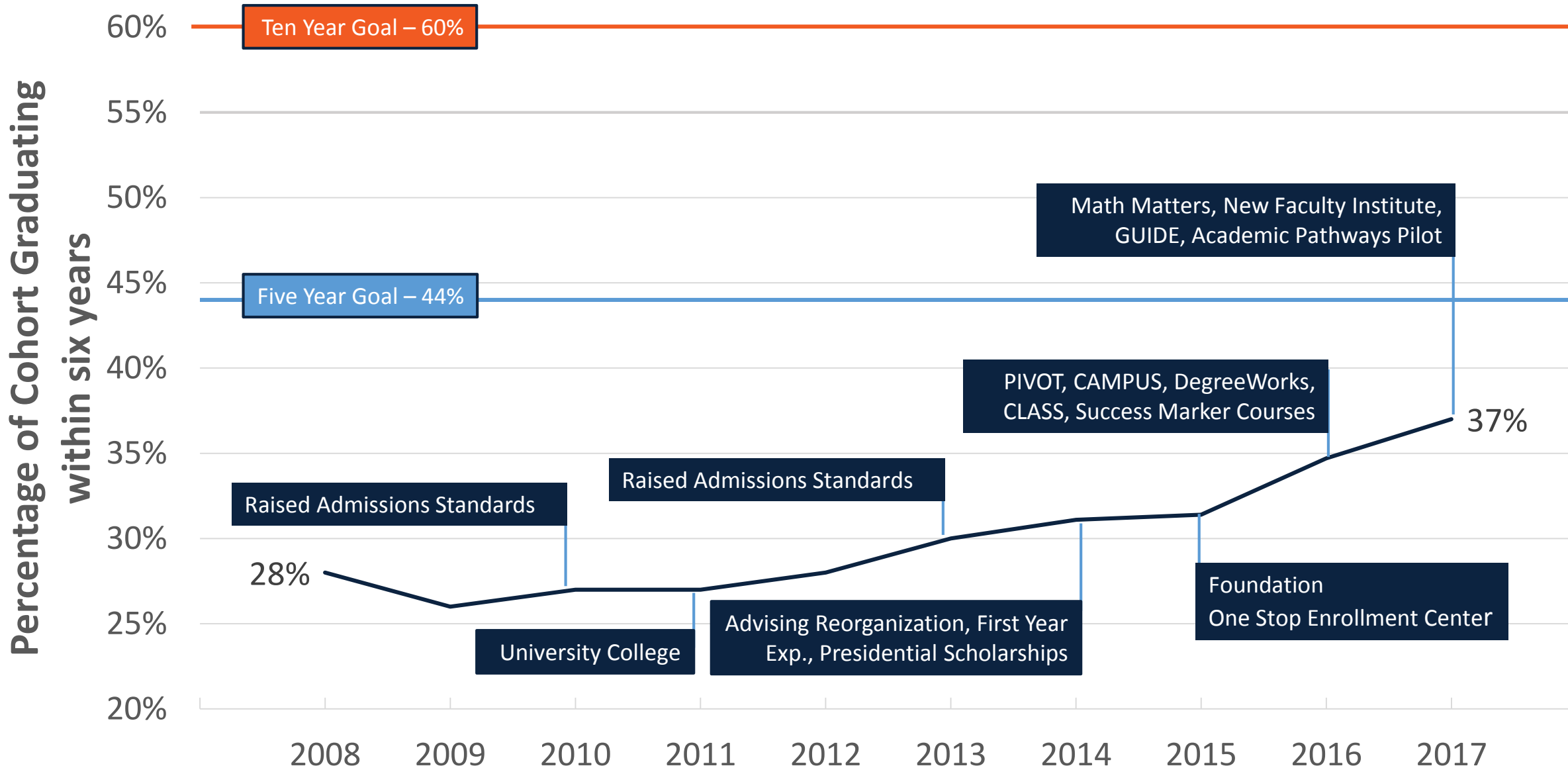
Creating an atmosphere where students feel welcome, supported and engaged is key to our retention and graduation efforts. UTSA will adopt a **student-centric** approach to our academic and out-of-classroom experiences, cultivating a sense of community even as our student population continues to grow. In alignment with U.T. System's Quantum Leap on Student Success, we will ensure our students have outstanding experiences in all facets of their academic and co-curricular activities, all while developing their sense of belonging at UTSA.



UTSA One-Year Retention Rates By Year



UTSA Six-Year Graduation Rates By Year



THEME #5

Cultivating the Excellence of our People

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



Dr. Jenny Hsieh
Semmes Foundation Chair
in Cell Biology

Current Hiring Clusters

- Neuroscience/Brain Health
- Regenerative & Molecular Medicine
- Infectious Diseases
- Analytics & Data Sciences
- Cybersecurity
- Open Cloud Computing
- Sustainable Communities and Critical Infrastructure
- Advanced Materials & Manufacturing
- Social and Educational Policy & Innovation

Future Hiring Clusters

- To Be Determined

PROPOSED THEME #6

Operational & Infrastructure Excellence

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

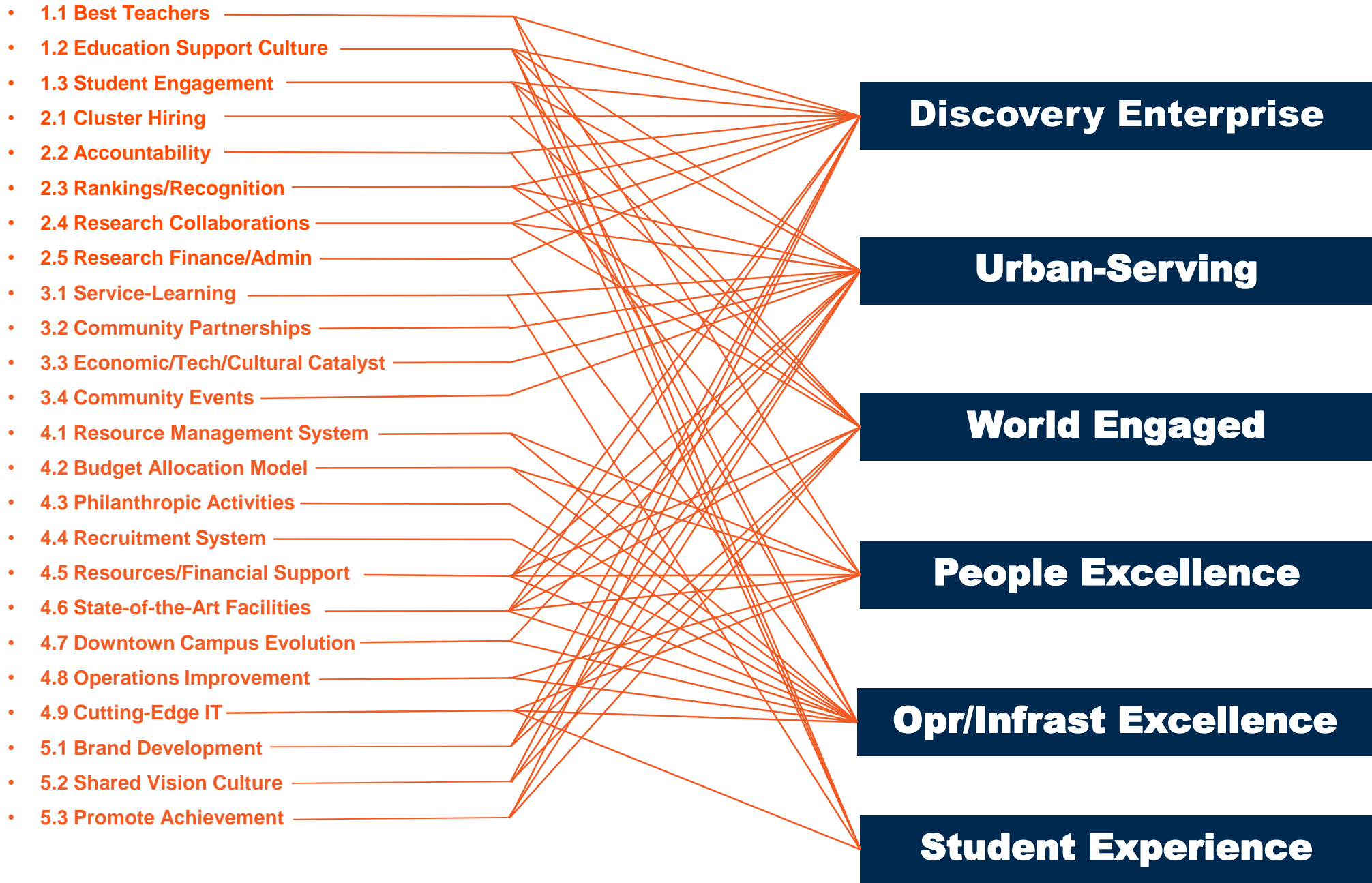


Possible Attributes

- 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
- Learning to Think
- "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



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**
- **Operational Initiatives**



2017-2018 Initiatives

Presidential

- Student Success
- Strategic Enrollment
- Finance & Budget Modeling
- Strategic Communications
- Downtown Campus

Strategic

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

Tactical

- National Security Collaboration Center

Operational

- Dreamers Center
- Sexual Violence Prevention
- Behavioral Intervention Team

Some Possible Future Initiatives

Presidential

- Campus Master Plan
- Athletics Master Plan
- Advancing Multicultural Leadership
- Realizing New Resources & Partnerships
- NRUF, R1 & Beyond
- Downtown Campus
 - Urban Education Institute
 - Urban Science Institute
 - School of Entrepreneurship
 - School of Data Science

Strategic

- Data Governance
- Academic Program Review
- Multicultural Ecosystems
- Operational Efficiencies
- Cattleman Square

Tactical

- PUF Requests (Academic Buildings)
 - Academic/Classroom Space
 - Performing/Cultural Arts Center
 - Library
- Asset Strategic Development & Monetization
- New Athletics Facility

Strategic Plan Advisory Council

Representation from:

- Students, Faculty & Staff
- Student Government Association
- Graduate Students
- Faculty Senate
- Staff Council
- Former Blueprint UTSA Planning Team
- Senior Administrators
- Department Chairs
- Deans
- Alumni Association
- Development Board
- City/County Leaders
- ISD/Community College Leaders
- Non-Profit Leaders
- Other community leaders



Thoughts?

Send any follow-up thoughts to:

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Thank You
