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
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
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.
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 Texas at San Antonio
University of Toledo
University of Washington, Tacoma
University of Wisconsin-Milwaukee
Virginia Commonwealth University
Wayne State University
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.
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.
% Enrolled for Second Fall Semester

Five Year Goal – 78%

Ten Year Goal – 85%

Year:
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017

Events:
- Raised Admissions Standards
- University College
- Raised Admissions Standards
- Advising Reorg., Presidential Scholarships, First Year Exp.
- Foundation One Stop Enroll. Cntr.
- Math Matters, New Faculty Institute, GUIDE, Academic Pathways Pilot
- PIVOT, CAMPUS, DegreeWorks, CLASS, Success Marker Courses

UTSA One-Year Retention Rates By Year

- 2008: 59%
- 2009: 60%
- 2010: 65%
- 2011: 70%
- 2012: 75%
- 2013: 80%
- 2014: 85%
- 2015: 90%
- 2016: 95%
- 2017: 100%
UTSA Six-Year Graduation Rates By Year

- **Percentage of Cohort Graduating within six years**
  - **Ten Year Goal – 60%**
  - **Five Year Goal – 44%**

- **2008**: 28%
- **2009**: 20%
- **2010**: 25%
- **2011**: 30%
- **2012**: 35%
- **2013**: 40%
- **2014**: 45%
- **2015**: 50%
- **2016**: 55%
- **2017**: 60%

- **Math Matters, New Faculty Institute, GUIDE, Academic Pathways Pilot**
- **PIVOT, CAMPUS, DegreeWorks, CLASS, Success Marker Courses**
- **Foundation One Stop Enrollment Center**
- **University College**
- **Advising Reorganization, First Year Exp., Presidential Scholarships**
- **Raised Admissions Standards**
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
- Neuroscience/Brain Health
- Regenerative & Molecular Medicine
- Infectious Diseases
- Analytics & Data Sciences
- Cybersecurity

Future Hiring Clusters
- To Be Determined
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
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