

OVERVIEW

THE VISION FOR UTSA



UTSA is the university of the future. Situated in our nation's seventh largest city—which is growing faster than any other in the country—UTSA is uniquely positioned to serve society due to its deep integration in a region that reflects the demographic future of the United States. UTSA has all the ingredients to realize its full potential as a great, public research university within the next decade.

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Soon after arriving in the fall of 2017, President Taylor Eighmy launched a strategic planning process charting a course for the university to reach new levels of excellence over the next 10 years. Through intensive community dialogs with internal and external stakeholders, as well as The University of Texas System and its Board of Regents, UTSA has designated three overarching destinations that guide the university forward.

DESTINATIONS

- » **UTSA will be a model for student success**
UTSA puts students first by cultivating an environment focused on their success. As a next generation Hispanic-thriving, multicultural institution where students from all backgrounds can excel, UTSA serves as a prosperity engine graduating the world-engaged civic leaders of tomorrow. UTSA will continue the dramatic momentum of the last decade to retain and graduate more students and will emphasize experiential learning and classroom-to-career educational opportunities.
- » **UTSA will be a great public research university**
UTSA is an urban-serving university focused on driving San Antonio's knowledge economy, living out the notion that great universities need great cities and great cities need great universities. UTSA is on the fast track to becoming a nationally-recognized research university, well on its way to attaining National Research University Fund (NRUF) eligibility and aiming for an R1 classification by the Carnegie Commission. These designations will position UTSA to eventually align with members of the prestigious Association of American Universities.
- » **UTSA will be an exemplar for strategic growth and innovative excellence**
UTSA will realize its full potential as a university by growing enrollment and infrastructure while focusing on innovation and continuous improvement. UTSA actively cultivates the excellence of its people and places an emphasis on increasing the diversity of its leadership and faculty in order to reflect the community it serves.

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INITIATIVES

In the fall of 2017, three Presidential Initiatives were launched to focus on student success, strategic enrollment and budget modeling. Task forces developed comprehensive plans for each area to drive our institutional strategies over the next 2-3 years beginning in fall 2018.

Many additional initiatives have been launched and new ones will be brought forward on a regular basis to drive UTSA closer to its destinations. More information about UTSA's initiatives can be found at utsa.edu/strategicplan.

PEER MODELS OF EXCELLENCE

To help benchmark the university's progress, UTSA identified 10 institutions to serve as peer models of excellence. Selected for their aspirational qualities, UTSA is emulating their strategies and best practices throughout the strategic planning process. They are:

- » Arizona State University
- » Florida International University
- » George Mason University
- » Georgia State University
- » Portland State University
- » University of California, Irvine
- » University of California, Riverside
- » University of California, Santa Cruz
- » University of Central Florida
- » University of Maryland, Baltimore County

VISIONARY GOALS

A set of Key Performance Indicators (KPIs) and 10-year targets drive UTSA's progress toward its destinations by 2028:

- » Total enrollment **45,000**
- » Total faculty **2,000**
- » Total staff **3,250**
- » First-Year retention rate **85%**
- » 4-year graduation rate **35%**
- » 6-year graduation rate **60%**
- » Freshman in the top 25% of their class **55%**
- » Faculty prestigious awards **25**
- » Faculty in national academies **15**
- » Annual budget **\$1B**
- » Annual research expenditures **\$300M**
- » Endowment **\$400M**
- » Endowed chairs and professorships **300**
- » New construction **3M gross square feet**
- » Students with experiential learning **75%**