

STRATEGIC PLAN REFRESH

Listening Session Executive Summary Report

May 16, 2023

Prepared by the Office of Strategic Planning on behalf of
the Strategic Plan Refresh Steering Committee
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ABOUT UTSA'S STRATEGIC PLAN REFRESH

A Yearlong Process to Reflect on the Past and Affirm our Shared Future

A Vision for UTSA (2018-2028)

In 2017, UTSA launched a strategic planning process to build on past success and chart the course for the coming decade. Approaching the halfway point in the plan, UTSA has made strides to reach its three strategic destinations:

1. UTSA will be a model for student success
2. UTSA will be a great public research university
3. UTSA will be an exemplar for strategic growth and innovative excellence

Since the launch of the plan, UTSA has celebrated tremendous some tremendous successes, including being named the first Carnegie R1 institution in San Antonio, dramatically reducing the time it takes for students to earn a degree, achieving new milestones in both enrollment and fundraising, completing capital projects to improve where we learn, work, and discover, forging new partnerships, and exemplifying what it means to be a Hispanic-thriving public research university by achieving the prestigious Seal of Excelencia.

Refresh Process Goals

- **Acknowledge** what we have achieved since the launch of the plan in 2018
- **Map** our progress and chart our future directions
- **Adapt** to changes in the higher education landscape
- **Capitalize** on lessons learned during the pandemic
- **Align** our goals and pro forma (long-range financial plan) as required by UT Regents

“The refresh is our opportunity as a Roadrunner community to amend our vision and continue our forward progress.”
– President Taylor Eighmy

Strategic Plan Refresh Process

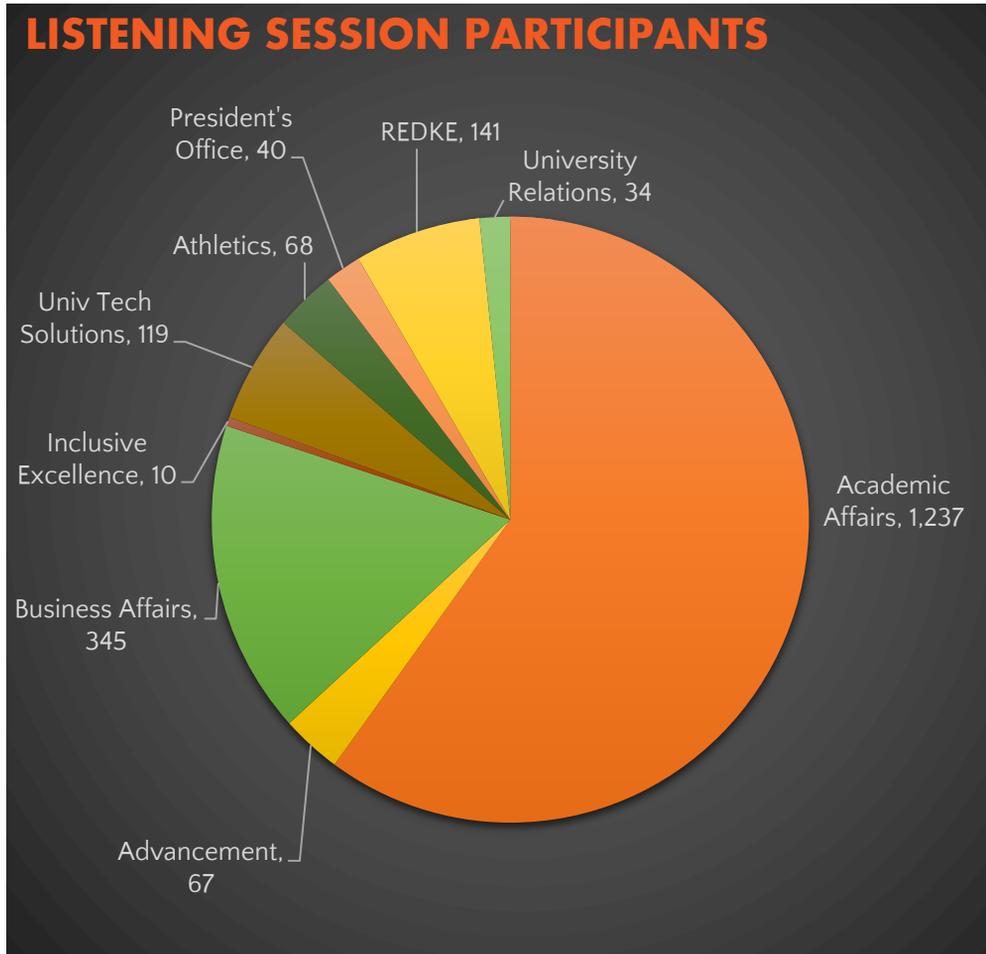
The Strategic Plan Refresh Steering Committee, chaired by Provost and Senior Vice President for Academic Affairs, Dr. Kimberly Andrews Espy, will undertake an inclusive and transparent yearlong process to collect stakeholder feedback to learn what aspects of our past plan continue to serve us and if any revisions are needed.

Hearing from UTSA's Stakeholders

Step 2: Listening Sessions

The second step in the strategic plan refresh process is to engage colleges, divisions, and shared governance groups in interactive listening sessions.

- Sessions held 3/20-4/20/2023
- 2,066 participants
- 50 total sessions (9 student sessions)
- Sessions were held virtually, in person, and hybrid
- No names or identifiers were recorded



Step 3: Confirming Understanding and Follow-Up

Dates: 3/30 – Onward

- Steering Committee members circulated written summaries of their listening sessions with stakeholders
- Colleges and divisions may implement unit-level suggestions and projects raised in listening sessions
- Listening Session summaries have been posted to utsa.edu/strategicplan for continued reference
- Steering Committee members will review findings and develop recommendations throughout Summer 2023

Campus Listening Session Feedback Results

UTSA | Strategic Plan Refresh | March – April 2023

Affirmation of Current Strategic Destinations

94%

of survey responses stated that UTSA should make **no changes** to its strategic destinations or proposed **minor revisions only**.

50/50

A majority of participants in **every** listening session endorsed the spirit of UTSA's current strategic destinations, encouraging minor modifications to Destination 3.

Stakeholders identified many positive results of the strategic plan

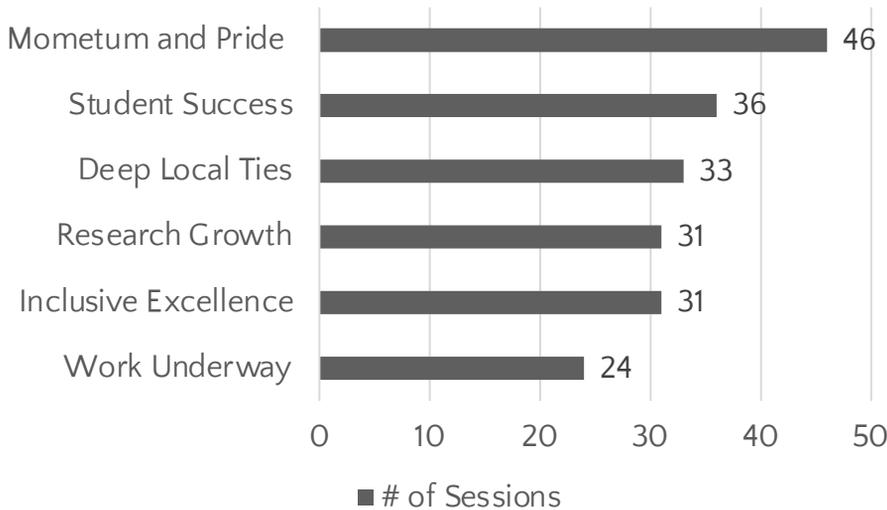
PARTICIPANTS SAID

- "I'm inspired by what's already been accomplished. If we can do all that, we can do anything."
- "Our campus community, our alumni, and our donors are all familiar with the destinations. We should stay the course because we are all on the same page."
- Compared to "where we were in 2014... it's a whole different world." Attendees found inspiration in UTSA's research growth, the increase in enrollment, the football team's success, our commitment to diversity and campus climate, and the creation of new traditions transforming the student experience. Many remarked that "you can feel the energy and the buzz" on campus and in the community.
- "I'm so proud of how we navigated the pandemic and supported our students, faculty and staff during the transition to online learning and work. We are now navigating how to keep serving them."

Campus Listening Session Feedback Results

UTSA | Strategic Plan Refresh | March – April 2023

What are the top opportunities UTSA might continue to capitalize on in future strategic initiatives and projects?



PARTICIPANTS SAID

There is great excitement about what UTSA has accomplished recently (e.g., achieving R1 status, the growing visibility of athletics, navigating the pandemic, having top academic programs, and improving our reputation). Others are inspired by the sense of forward momentum and knowing that we are on a growth trajectory. Said one person, “we are evolving” as a university and an organization.

Stakeholders would like UTSA to continue to build on its strengths, including...

MOMENTUM AND PRIDE 46 of 50 Sessions

- UTSA has transformed itself from a “commuter institution” to a R1
- New building projects, enrollment growth, athletic excellence, and national attention
- More good things are on the horizon
- Seeing change is believing

STUDENT SUCCESS 36 of 50 Sessions

- Reducing time to degree for students
- Record levels of enrollment
- Helping students navigate college and their careers
- Improved access and degree completion through scholarship programs
- Ensuring that students from all backgrounds can thrive

DEEP LOCAL TIES 33 of 50 Sessions

- UTSA is connected to the community in an authentic way
- Serving San Antonians where they live
- Providing exceptional opportunities for students and local partners
- Driver of economic growth

RESEARCH GROWTH 31 of 50 Sessions

- Inspirational research growth
- Hiring top faculty
- Attracting graduate students from around the world
- Potential to keep growing

INCLUSIVE EXCELLENCE 31 of 50 Sessions

- Becoming a Hispanic Thriving University
- Committed to student access, equity, and excellence
- Diverse and talented workforce

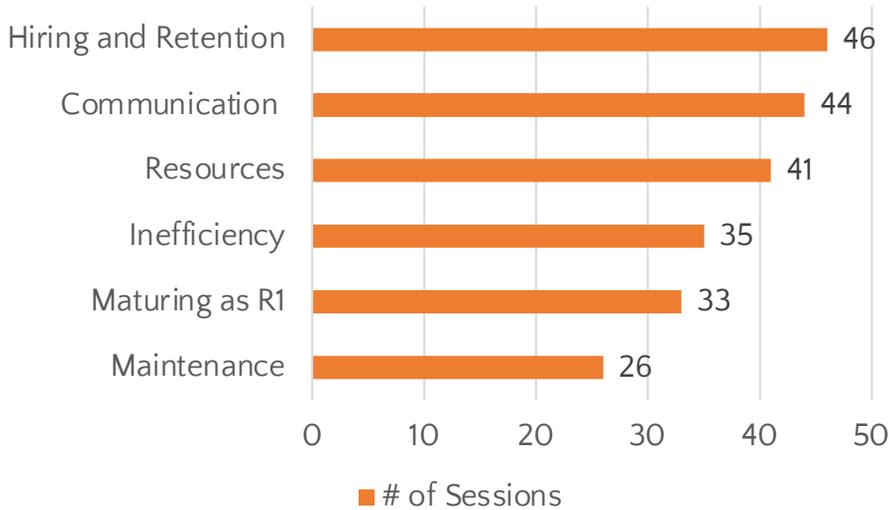
WORK UNDERWAY 24 of 50 Sessions

- Great projects are in process
- UTSA is moving in the right direction
- Keep growing and maturing the things that have brought us success
- This is only the beginning

Campus Listening Session Feedback Results

UTSA | Strategic Plan Refresh | March – April 2023

What are the top challenges that UTSA might continue to address through future strategic initiatives and projects?



PARTICIPANTS SAID

To achieve its destinations, one participant said, “UTSA should also continue to invest in its facilities and infrastructure, and it should work to attract and retain top faculty and staff.”

Said another, “we’re not staffed for the growth we have experienced across the university” and “staff are getting tired.”

Stakeholders see UTSA’s top challenges as...

HIRING AND RETENTION

46 of 50 Sessions

- Improve wage and benefit competitiveness
- Maintain a focus on work-life balance, wellness, and employee satisfaction
- Embrace flexible, remote, and hybrid work opportunities
- Enable growth through professional development and mentoring
- Recognize employees’ contributions and achievement

IMPROVE COMMUNICATION

44 of 50 Sessions

- Break down silos, improve communication, and enhance collaboration on campus
- Bring greater visibility, internally and externally, to opportunities, achievements, and resources
- Give employees an even greater voice in UTSA’s future

SCALABILITY OF RESOURCES

41 of 50 Sessions

- As enrollments and programs grow, ensure that staffing and budgets keep pace
- Identify ways to scale programs to serve more students with greater efficiency
- Provide employees with adequate resources to carry out strategic priorities

PROCESS INEFFICIENCY

35 of 50 Sessions

- Streamline business and operational processes that inhibit operations
- Quicken the hiring process

MATURING AS A R1 UNIVERSITY

33 of 50 Sessions

- Enhance support for grant seekers
- Improve post-award and purchasing services for grantees
- Expand mentorship and support for graduate students

MAINTENANCE ISSUES

26 of 50 Sessions

- Continue to invest in deferred maintenance, classroom facilities, and technological systems
- Improve transportation between campuses
- Continue to proactively address parking concerns

Campus Listening Session Feedback Results

UTSA | Strategic Plan Refresh | March – April 2023

Strategic Initiatives Proposed in Listening Sessions



Destination 1
Model for Student
Success

- EXPAND COLLEGE ACCESS AND AFFORDABILITY**
- EXPAND INTERNSHIPS AND EXPERIENTIAL LEARNING**
- RAISE THE VISIBILITY OF RESOURCES FOR STUDENTS**
- IMPROVE CONNECTIVITY BETWEEN CAMPUSES**
- IMPROVE STUDENT UTILIZATION OF MENTAL AND HEALTH SERVICES**



Destination 2
Great Public Research
University

- IMPROVE PROCESS EFFICIENCY RELATED TO RESEARCH**
- EXPAND SUPPORT FOR GRANTSEEKERS**
- INCREASE SUPPORT FOR GRADUATE STUDENTS**
- ENHANCE INFRASTRUCTURE AND FACILITIES**
- CONTINUE TO RECRUIT AND RETAIN TOP SCHOLARS**
- EXPAND OUR INTERNATIONAL REPUTATION**
- IMPROVE AND STRENGTHEN SAN ANTONIO THROUGH RESEARCH**



Destination 3
Exemplar for Strategic
Growth and Innovative
Excellence

- ADVANCE EMPLOYEE RETENTION AND SATISFACTION**
- ENSURE THAT RESOURCES SCALE WITH CURRENT AND PROJECTED GROWTH**
- RAISE VISIBILITY OF UTSA'S IMPACT ON AND OFF-CAMPUS**
- FURTHER IMPROVE COMMUNICATION AND BREAK DOWN SILOS**
- ADDRESS PROCESS EFFICIENCIES TO SUSTAIN OUR ENTERPRISE**
- PERMIT OURSELVES TO SUNSET WORK THAT NO LONGER SERVES OUR STRATEGIC FUTURE**

STRATEGIC PLAN REFRESH PROCESS

TIMELINES AND UPDATES

Milestones in the Strategic Plan Refresh Process

December 2022 | Steering Committee members prime their faculty, staff and students for the work ahead by highlighting accomplishments from the first five years.

Spring 2023 | The Steering Committee provides stakeholders with four opportunities to give their feedback on the current strategic plan and new proposals. These steps include:

- An anonymous campus survey (February) - **View a summary of responses [here](#).**
- A listening session hosted by Vice President or Dean (March - April)
- An opportunity to review and provide input on the Steering Committee's evolving drafts (May - July)

Summer 2023 | The Steering Committee reviews and analyzes stakeholder feedback to draft revisions to the strategic plan. The Steering Committee submits its final recommendations to Dr. Eighmy.

November 2023 | The refreshed plan and pro forma are presented to the UT System Regents.

December 2023 (and beyond) | Campus leaders develop or update aligned divisional, college, and unit-level plans that reflect the revised strategic vision.

Follow the Process, Share Additional Feedback

Learn More About UTSA's Strategic Plan:
utsa.edu/strategicplan/

Email your thoughts and questions to:
strategicplanning@utsa.edu



Project Leadership | Strategic Plan Refresh Steering Committee

Kimberly Andrews Espy

Provost & Senior Vice President Academic Affairs

Chair, SPRSC

Myron Anderson

Vice President, Inclusive Excellence

Lynn Barnes, Jr.

Senior Vice Provost, Strategic Enrollment

JoAnn Browning

Dean, KCEID

Janis Bush

Chair, Departmental Chairs Council

Lisa Campos

Vice President, Intercollegiate Athletics

Lynne Cossman

Dean, HCaP

Jill Fleuriet

Interim Dean, Honors

Corrina Green

Associate Vice President, Facilities and Real Estate,
Construction and Campus Planning

Jonathon Halbesleben

Dean, ACOB

Sheri Hardison

Senior Associate Vice President, Financial Affairs

Dean Hendrix

Vice Provost & University Librarian

Mary Hernandez

Senior Associate Vice President, Administration and
Operations

Damaris Ibarra

Chair, Staff Senate

Kendra Ketchum

Vice President, Information Management and
Technology

Carlos Martinez

Senior Vice President, Institutional Strategic
Planning, Chief of Staff

Kasey Neece-Fielder

Associate Vice Provost for Strategic Planning and
Assessment

Veronica Salazar

CFO & Senior Vice President, Business Affairs

Karl Miller-Lugo

Vice President, Advancement and Alumni
Engagement

David Mongeau

Founding Director, SDS

Lisa J. Montoya

Vice Provost, Global Initiatives

Teresa Niño

Vice President, University Relations

Jasmin Paquet-Durand Ford

President, SGA

Kevin Price

Senior Associate Vice President, Campus Facilities

LT Robinson

Senior Vice Provost & Dean of Students

Stephanie Schoenborn

Chief of Police

Jaclyn Shaw

Interim Vice President, REDKE

Heather Shipley

Senior Vice Provost, Academic Affairs & Dean,
University College

David Silva

Dean, COS

Mario Torres

Dean, COEHD

Melissa Vito

Vice Provost, Academic Innovation

Steve Wilkerson

Associate Vice Provost, Institutional Research

Tammy J. Wyatt

Vice Provost, Student Success

René Zenteno

Chair, Faculty Senate

Division	Session Name	# of Attendees	Pride in Results [Itemization about what UTSA has accomplished in the last five years (e.g., improvements, new facilities, overall growth, effective partnerships, quality leadership).	Student Success/Destination 1 [Improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience.	Growth as a Research University/Destination 2 [Growth of research enterprise, becoming R1/Tier One institution, partnerships, faculty success.	Make UTSA A Model Employer (D3) [Calls to increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction.	Refinements / Clarification to Destination 3 [Suggestions to refine the destination or a specific proposal for how to improve it.	Maintain Our Current Infrastructure (D3) [Need to fund deferred maintenance to facilities and IT.	Improve Research Infrastructure (D2) [Improved resources for grantseekers, processes to make it easier for UTSA employees to pursue and implement grants.	Improve Operational Efficiency (D3) [Streamline processes and systems to accomplish administrative tasks more effectively and efficiently.	Deepen Local Ties (D1, D2, D3) [Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio.	Enhancements to Help Graduates Find Jobs (D1) [Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, etc.	Improve Safety (D3) [Concerns about safety for people, property, or systems.	Expansion of Online Programs [Calls to grow online degree programs or workforce credentials.	Additional Support for Graduate Students (D1, D2) [References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research).	Expand Resources [UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth.	Clarify Strategic Plan Implementation [Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates.	Hispanic-Serving / Inclusive Excellence [Any references to UTSA's activities related to Inclusive Excellence or being a H-SI.	Athletics [References to Athletics and their role at UTSA.	Calls to Further Improve / Refine Work in Progress [Calls to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects.	Revise or Add Current Key Performance Metrics (KPIs) [Any suggestions to measure our success in a new way or to revise any of our current performance targets.	Innovative Communication and Visibility [Items to share updates and plans, seek engage stakeholders feedback, Promote/publicize UTSA programs, services, or research.
AA	Academic Innovation	43	★	✓		✓	★		✓	✓	✓		✓	✓		✓		✓		✓	★	
AA	Academic Success	29	★	✓	✓	✓			✓	✓	✓	★	✓	✓	✓	✓	✓		✓	✓	★	
AA	Academic Success (II)	20	✓	★	✓	✓			✓	✓	✓			✓	✓	✓	✓		✓		★	
AA	Alvarez College of Business	15	✓	✓	✓	★	✓	★	✓	✓	✓	✓		✓	★	✓	✓				✓	
AA	COEHD	48			✓	★			✓	✓	★			✓	✓	✓	✓				✓	
AA	COEHD (Student)	73	✓						★		★			✓	★	✓	✓		✓		✓	
AA	COLFA	53	✓	✓	★	★			✓	✓	✓			✓	✓	✓	✓				✓	
AA	COLFA (II)	35	✓			★		★	✓	★						✓	✓					
AA	COLFA (Students)	13	✓	✓	✓	✓			✓	✓	✓					★			★		★	
AA	College of Sciences	48	✓	✓	✓	★		★	✓	✓	✓				✓	✓	✓				★	
AA	College of Sciences (Students)	34	✓					✓	★	✓	✓	✓				★					★	
AA	Faculty Senate & Department Chairs Council	26	✓	✓	✓	★		✓	✓	✓	✓					★	✓	✓			★	
AA	Global Initiatives	27	✓		★	✓		★	✓	✓	✓	✓		✓	★	✓					✓	
AA	Global Initiatives	9	★	✓	✓	★		✓	✓	✓	✓	✓		✓		✓			✓	✓	✓	
AA	Graduate School	24	✓	★	✓	✓			✓	✓	✓	✓			★	✓			✓	✓	✓	
AA	HCaP	80	✓	★	✓	✓			★		✓			✓	✓	✓	✓		✓	✓	✓	
AA	HCaP (Students)	13		★		✓		✓		✓	✓				✓	★					★	
AA	Honors College	12	✓	★		✓					✓	✓				★	✓				★	
AA	Honors College (Students)	17	✓	✓	★	✓					✓	✓				★	✓		✓		★	
AA	Klesse College	80	✓		✓	★				✓				✓	✓	★			★		✓	
AA	Klesse College (Students)	31	✓	✓	★	✓			✓	✓	✓	✓	✓		★	✓			★		✓	
AA	Libraries and Museums	68	✓	★	✓	✓		★	✓	✓	✓	✓				★			✓	✓	✓	
AA	Provost's Office	43	★	✓	✓	★	✓		✓	✓	✓	✓					✓		✓	✓	★	
AA	School of Data Science	19	★			✓		★					✓		✓	★	✓	✓	✓		✓	
AA	Strategic Enrollment	156	★	✓	✓	★		✓		★	✓			✓	✓	✓				✓	✓	
AA	Strategic Enrollment (II)	40	✓	✓	✓	★			✓					✓		✓			★		★	
AA	Student Affairs	32	✓	✓		★					✓					★			✓		★	
AA	Student Affairs	12	★	✓		★					✓	✓		✓		★		✓		✓	✓	
AA	Student Affairs (Students)	17	✓	✓	✓	★		★	✓	✓	✓	✓		✓	✓	✓	✓	✓			★	
AA	Student Success	60	★	★	✓	✓			✓	✓	✓	✓		✓	✓	✓			✓	✓	★	
AA	Student Success	27	✓	✓	✓	★	✓	★	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
AA	University College	15	✓	★	✓	✓		★								✓	✓		★		✓	
AA	University College (II)	18	✓	★		✓		✓			✓								★		★	
ATH	Athletics (Staff)	41	✓	✓	✓	★			✓	✓	✓					★		✓	✓		★	
ATH	Athletics (Coaches)	24	✓	✓		✓		★			★	✓							★	✓	✓	
ATH	Athletics (Student)	3	★	✓				★								✓		✓	★		✓	
BA	Administration and Operations	72	✓			★		★	✓	✓	★	✓	✓				✓		✓	✓	✓	
BA	Campus Services	25		✓		★		★	✓	✓	★	★	✓			✓			✓	✓	✓	
BA	Financial Affairs	78	✓			★			★							✓					★	
BA	Public Safety	27	✓			★		★	✓	✓	★		✓			✓	✓		✓	✓	✓	
BA	ReCAP and Facilities	105	★	✓	✓	★		★	✓	✓	✓					✓			✓	✓	✓	
BA	Staff Senate	38	✓	✓	✓	★		✓	✓	★	✓	✓				✓	✓	✓	✓	✓	★	
REDKE	REDKE	127	✓	✓	✓	★		★	✓	✓	★	✓			✓	✓	✓	✓	✓	✓	✓	
REDKE	REDKE (Stakeholders)	14	✓	✓	★	✓		✓	✓	✓	✓	✓		✓	✓	✓	★		★		✓	
	Advancement and Alumni Relations	67	★	✓	✓	★	✓		✓	✓	✓					★					✓	
	Inclusive Excellence	10	✓			★					✓					★		★	✓		✓	
	President's Division	40	★	✓	✓	★		✓	✓	★					✓	✓		✓	✓	✓	✓	
	University Relations	34	✓		✓	★		✓	✓	✓	✓					✓	✓		✓	✓	★	
	University Technology Solutions	119	✓		✓	★			✓	✓	✓	✓				★	★					
	# of Times Discussed	2061	46	36	31	46	5	26	18	35	33	26	7	15	15	41	17	31	12	24	6	44
	# of Times this was in the Top 3 Themes		12	9	5	30	1	16	2	6	5	3	0	0	4	15	2	6	2	7	0	20

✓	Item was Discussed
★	Item was one of the three most discussed themes in the session