



# A Vision for UTSA

**Strategic Planning Themes & Initiatives**

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**Faculty Senate • 10/12/17**

# 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

- **SGA**

November 16

## To Be Scheduled (Nov/Dec):

- **COB**

- **COE**

- **COPP**

- **COLFA**

- **COS**

- **CACP**

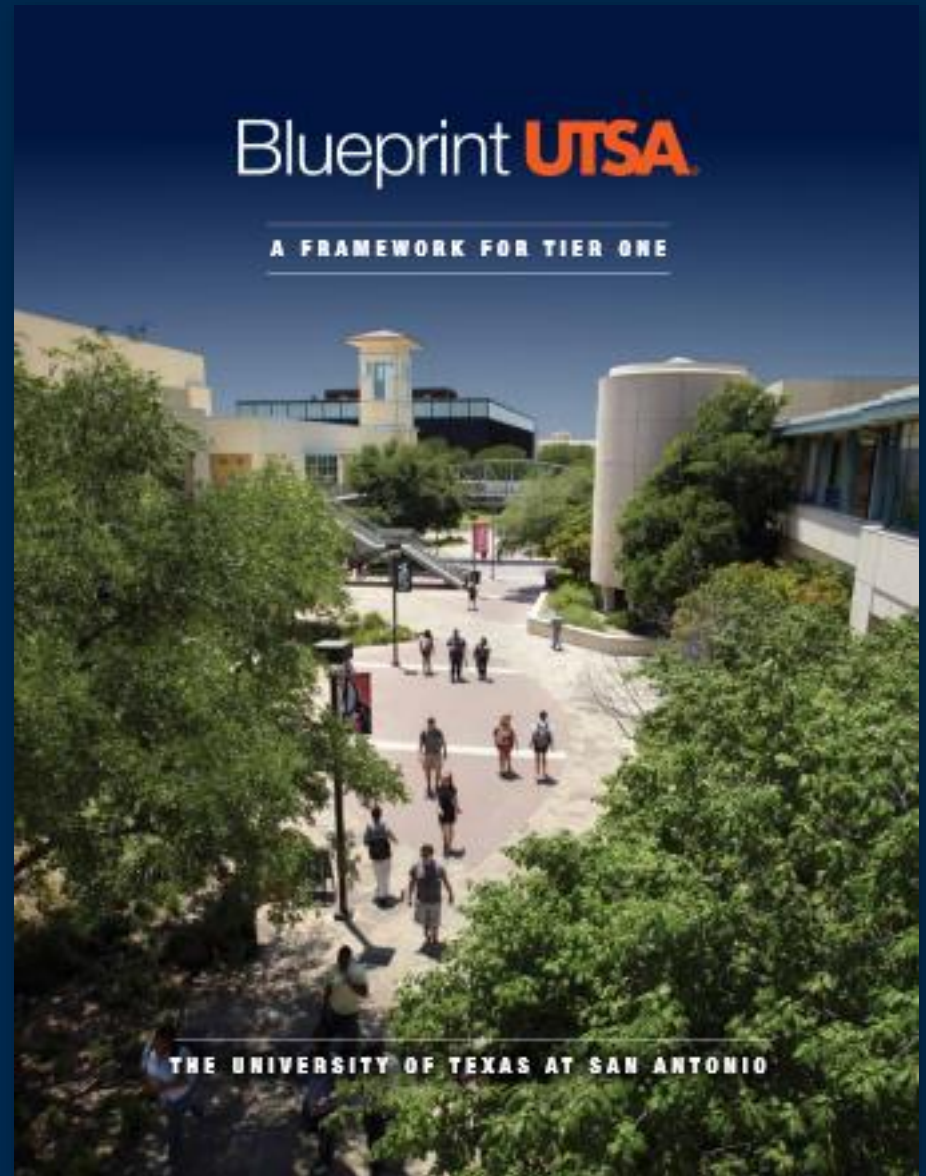
- **COEHD**

- **University College**

- **Graduate School**



# Blueprint UTSA



# Original Blueprint UTSA Planning Team

- **Lisa Blazer**  
Sr. Assoc. VP for Student Affairs
- **Lenora Chapman**  
Assoc. VP for Financial Affairs
- **Joe Izbrand**  
Associate VP for Communications & Marketing
- **Gail Jensen**  
Former Chief Legal Officer
- **Harry Millwater**  
Associate Dean of Faculty, COE
- **Bob McKinley**  
Senior AVP for Economic Development
- **Kevin Price**  
Sr. Associate VP & Dean of Students
- **Gerry Sanders**  
Dean, College of Business
- **Can Saygin**  
Assoc. VP for Sponsored Project Administration
- **Jaclyn Shaw**  
Director for Research Support
- **Sandy Welch**  
Former Sr. Vice Provost for Institutional Effectiveness
- **Tammy Wyatt**  
Assoc. Vice Provost for Student Success
- **Rene Zenteno**  
Vice Provost for International Initiatives



# Original Blueprint Goals & Pillars

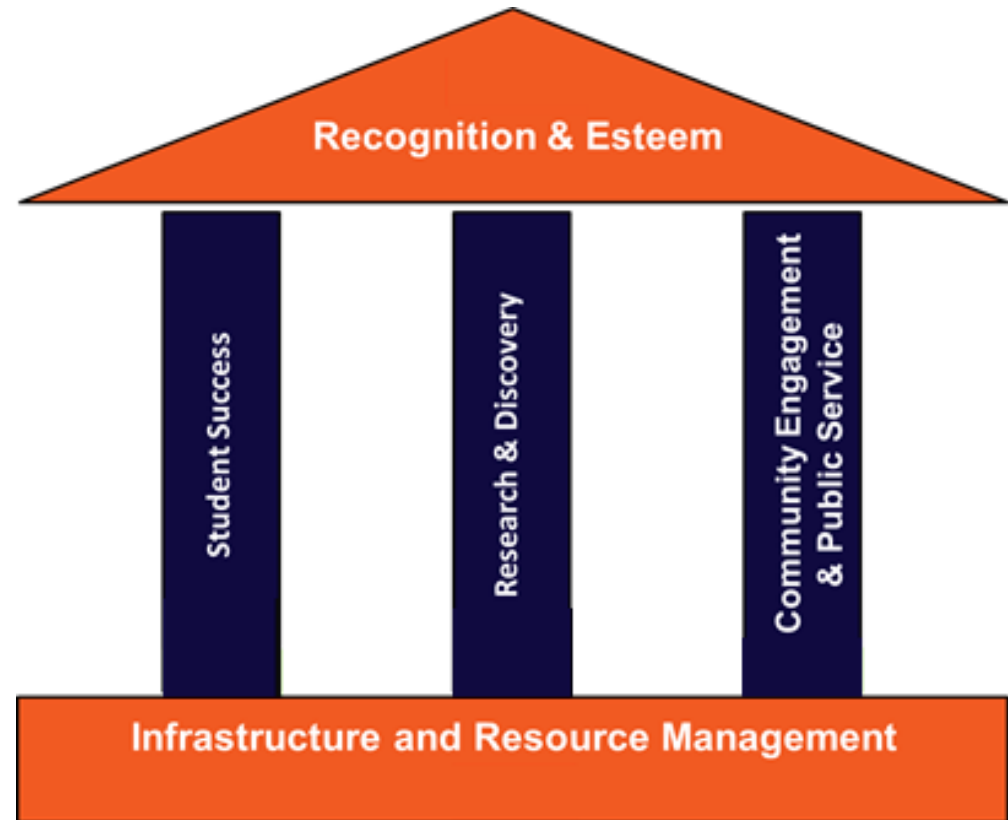
**Goal 1:** We will transform **students** into successful scholars, global citizens and leaders.

**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.



# Original Blueprint Strategies

- 1.1 Best Teachers
- 1.2 Education Support Culture
- 1.3 Student Engagement
- 2.1 Cluster Hiring
- 2.2 Accountability
- 2.3 Rankings/Recognition
- 2.4 Research Collaborations
- 2.5 Research Finance/Admin
- 3.1 Service-Learning
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- 4.1 Resource Management System
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- 4.6 State-of-the-Art Facilities
- 4.7 Downtown Campus Evolution
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- 4.9 Cutting-Edge IT
- 5.1 Brand Development
- 5.2 Shared Vision Culture
- 5.3 Promote Achievement



# Perceptions: Campus Community



Source: Stamats Brand Perception Study, June 2017



# Perceptions: Alumni



Source: Stamats Brand Perception Study, June 2017

## PROPOSED 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.



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



## PROPOSED 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.



## PROPOSED THEME #4

# 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 and faculty.



## PROPOSED THEME #5

# 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.



# Possible Attributes

- Prosperity for All
- Lifelong Learning
- Living Laboratory
- Transdisciplinary Discovery
- Grand Challenges
- Hispanic Thriving Institution
- Experiential Learning
- Leaders for Tomorrow
- Mentorship
- Knowledge Economy
- Discovery Ecosystems
- "Aha" Moments
- Creative Discovery
- Intercultural Knowledge
- Portal to the Americas/World
- Continuous Reinvention
- Multicultural
- Nimble Organization
- Strategic Partnerships
- Strategic Communications



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— THEME #1 —

## Multicultural Discovery Enterprise



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— THEME #2 —

# Urban-Serving University

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— THEME #3 —

# World Engaged

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— THEME #4 —

## Cultivating the Excellence of our People

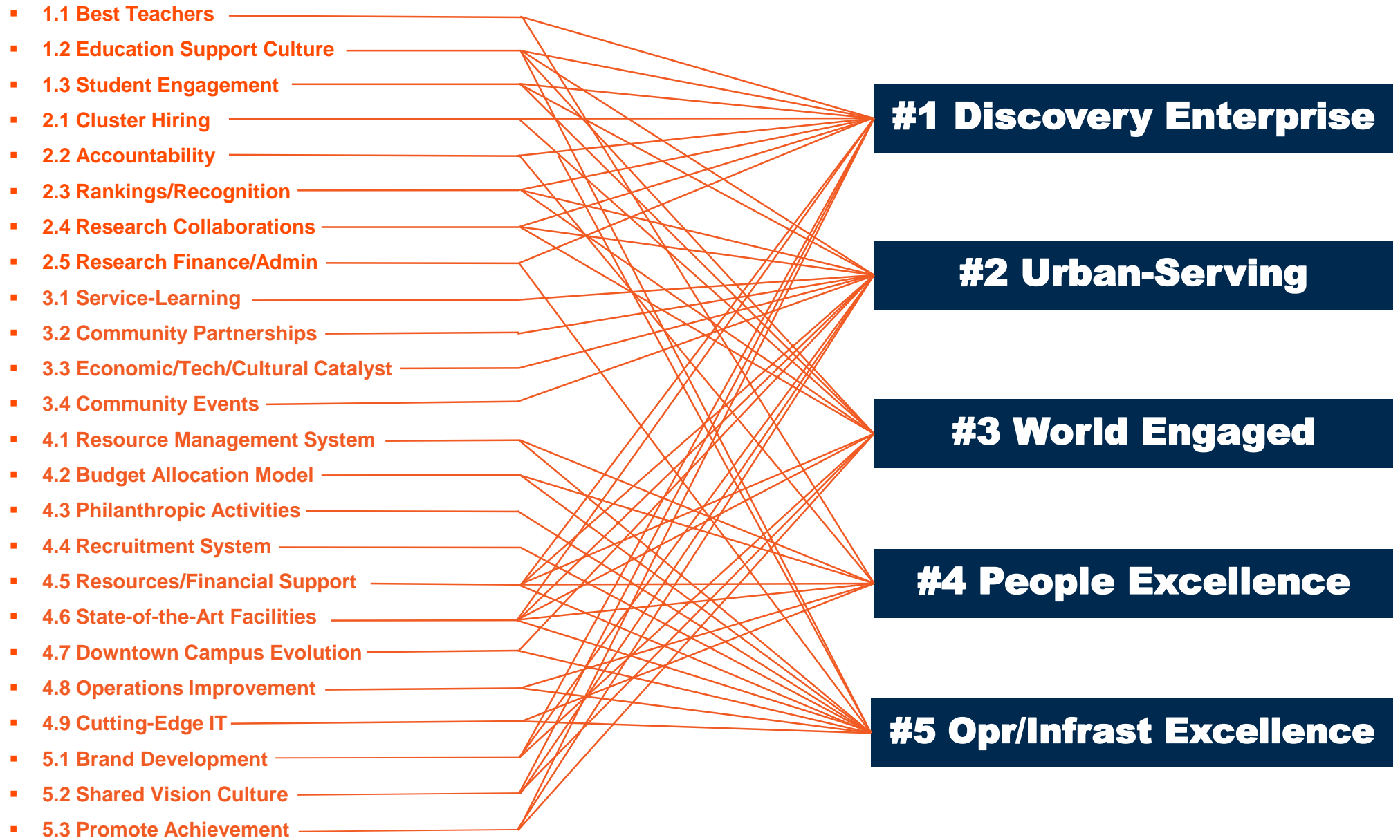
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— THEME #5 —

## Operational & Infrastructure Excellence

# 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



# 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
- Finances and Budget Model

## 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

## 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



# Crowdsourcing Ideation

Harnessing the collective imagination of our campus community



# Thoughts?





# Thank You

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