

UTSA[®]

The University of Texas
at San Antonio[™]

Campus Conversation 2.0

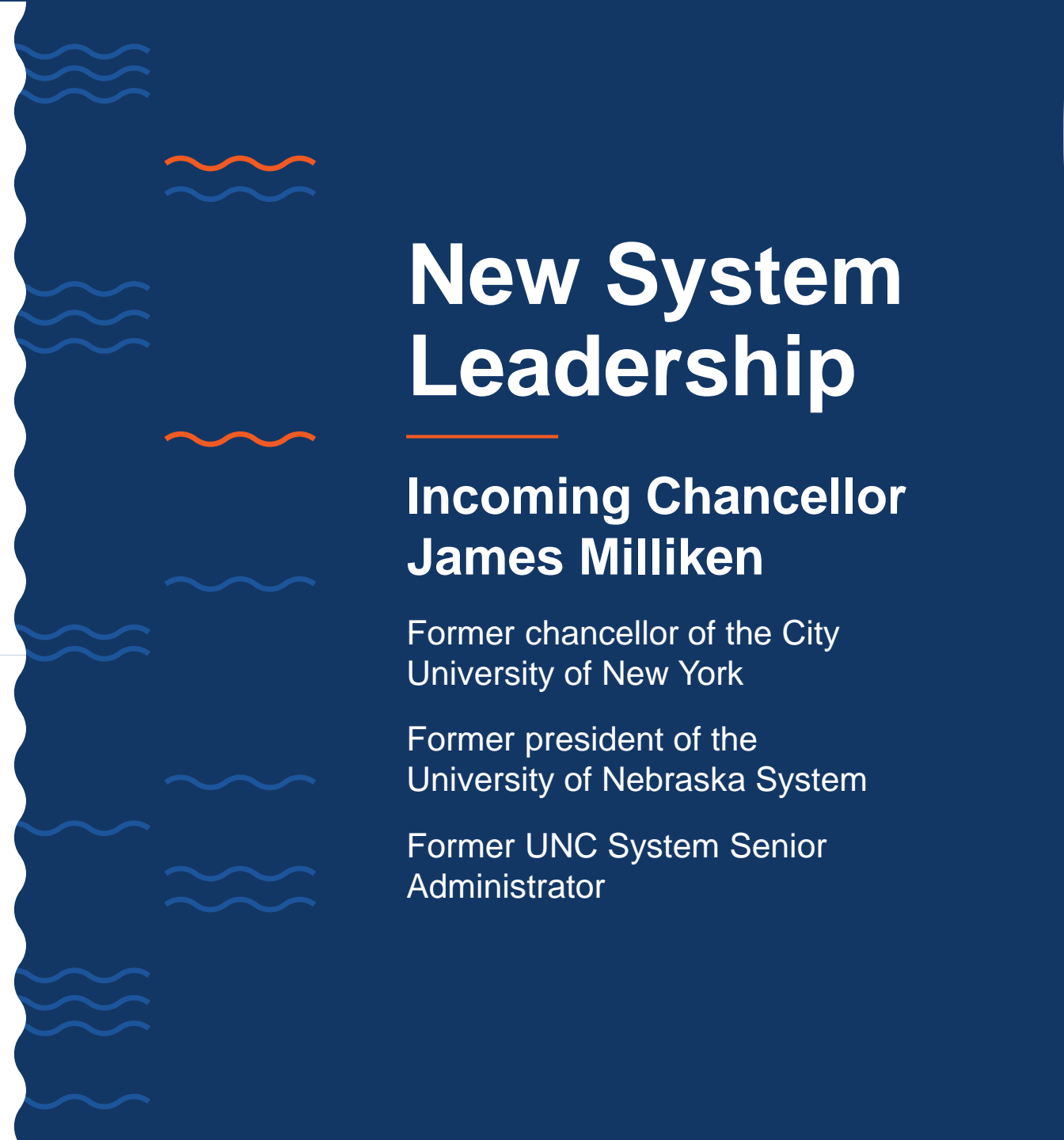
**Communications
Collective
and
Strategic
Communications
Task Force**

Dr. Taylor Eighmy
October 11, 2018



The left side of the slide features a vertical column of decorative wavy lines. There are approximately 15 lines in total. Most are blue, but two are orange. The lines are arranged in a roughly vertical sequence, with some appearing in pairs or small groups.

Updates & Recent Accomplishments



New System Leadership

Incoming Chancellor James Milliken

Former chancellor of the City
University of New York

Former president of the
University of Nebraska System

Former UNC System Senior
Administrator



New Campus Senior Leadership

Upcoming for Fall 2018

Vice President for
Inclusive Excellence

Vice President for Information
Management and Technology

Vice President for Business Affairs



Kimberly Andrews Espy

Provost and Vice President
for Academic Affairs



Mary Larson Diaz

Chief of Staff
Office of the President



Rhonda Gonzales

Interim Vice President
for Student Success



Lisa Blazer

Interim Vice President
for Strategic Enrollment



Lisa Campos

Vice President for
Intercollegiate Athletics
and Athletics Director



Ranked one of the
Top 100 Young Universities
In the world



Times Higher Education
2018 World University Rankings



Ranked in the
Top 3.6% of Universities
In the world



Center for World University Rankings
2018/19





Graham Weston
\$15 Million Gift

For UTSA's proposed
School of Data Science



Expanding the Downtown Campus **Land Transfers Valued at \$13 Million**

Parcels from the City of San Antonio and Bexar County for the National Security Collaboration Center, the School of Data Science and a new home for the College of Business

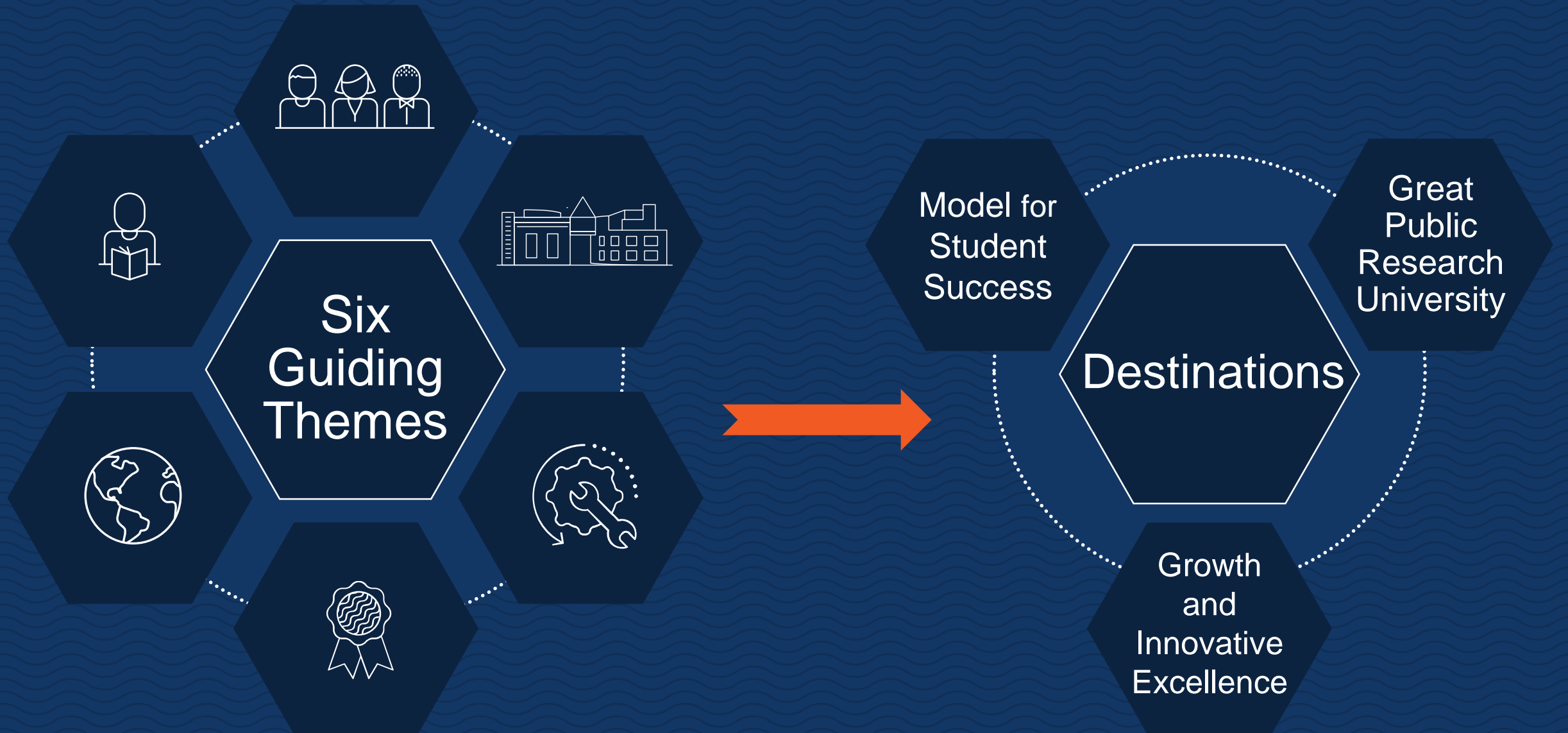




UTSA®

Strategic Planning

Our Destinations



Destinations

UTSA WILL BE

1

A model for
student success

2

A great public
research university

3

An exemplar for **strategic
growth and innovative
excellence**

The logo for the University of Texas at San Antonio (UTSA) is positioned in the upper left. It features the acronym "UTSA" in a bold, white, sans-serif font. Above the text are three wavy lines: the top one is orange, and the two below it are blue. The entire logo is set against a dark blue background that has a decorative, wavy white border along the left edge.

UTSA®

Our Aspirant Peers

10 Aspirant Peer Models of Excellence



UC SANTA CRUZ



Carnegie RI
Institutions

UMBC



The logo for UTSA (University of Texas at San Antonio) is located in the upper left corner. It consists of the letters "UTSA" in a white, bold, sans-serif font. Above the text are three wavy lines: the top one is orange, and the two below it are blue. The entire logo is set against a dark blue background with a white scalloped edge on the left side.

UTSA®

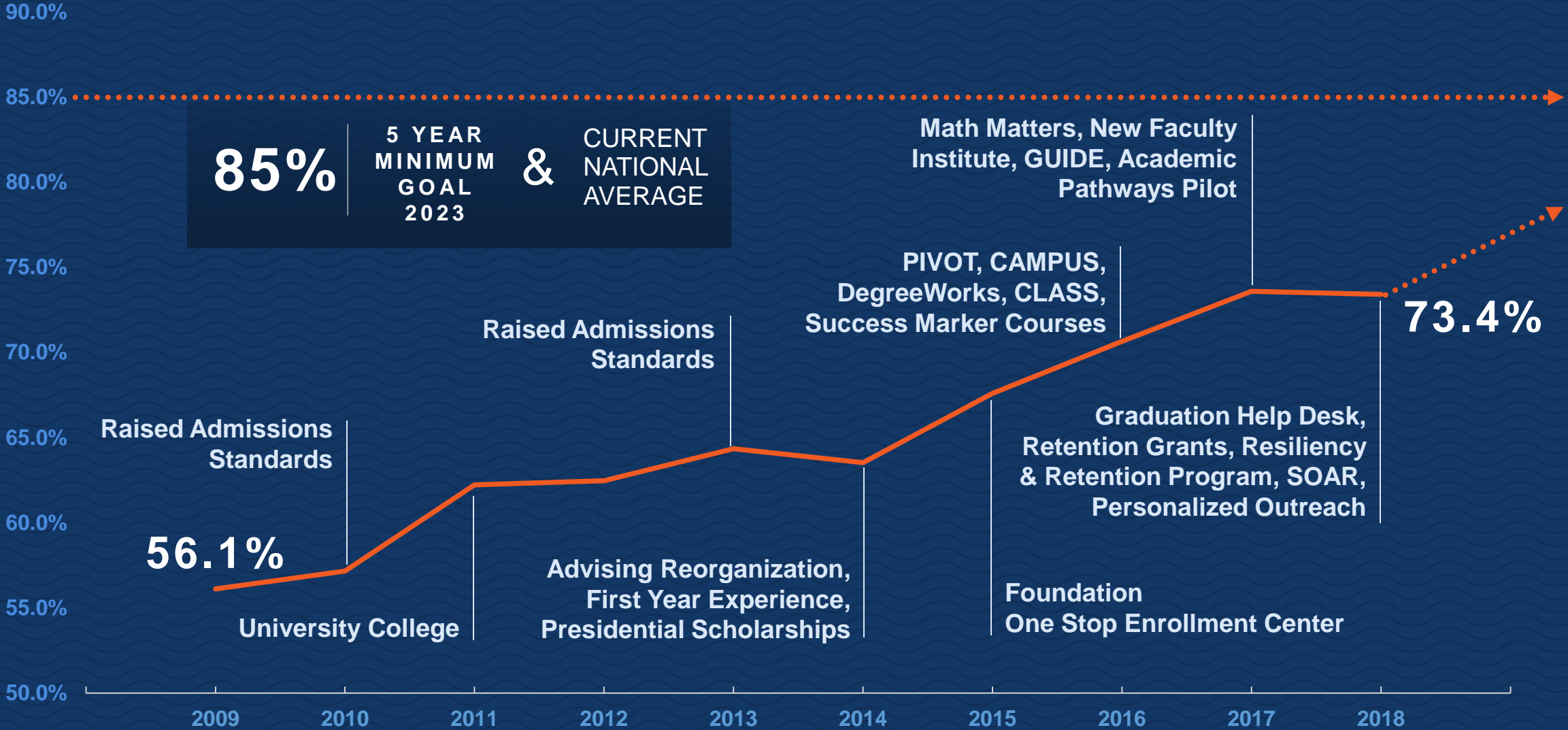
Our Three Destinations



A model for student success

UTSA is a next generation **Hispanic-thriving, multicultural** institution where students from all backgrounds can excel. As a **prosperity engine** graduating **world-engaged civic leaders** of tomorrow, UTSA provides students with exceptional opportunities for **experiential learning** and **classroom to career education**.

First-Year Retention



85% 5 YEAR MINIMUM GOAL 2023 & CURRENT NATIONAL AVERAGE

Math Matters, New Faculty Institute, GUIDE, Academic Pathways Pilot

PIVOT, CAMPUS, DegreeWorks, CLASS, Success Marker Courses

Raised Admissions Standards

Raised Admissions Standards

56.1%

University College

Advising Reorganization, First Year Experience, Presidential Scholarships

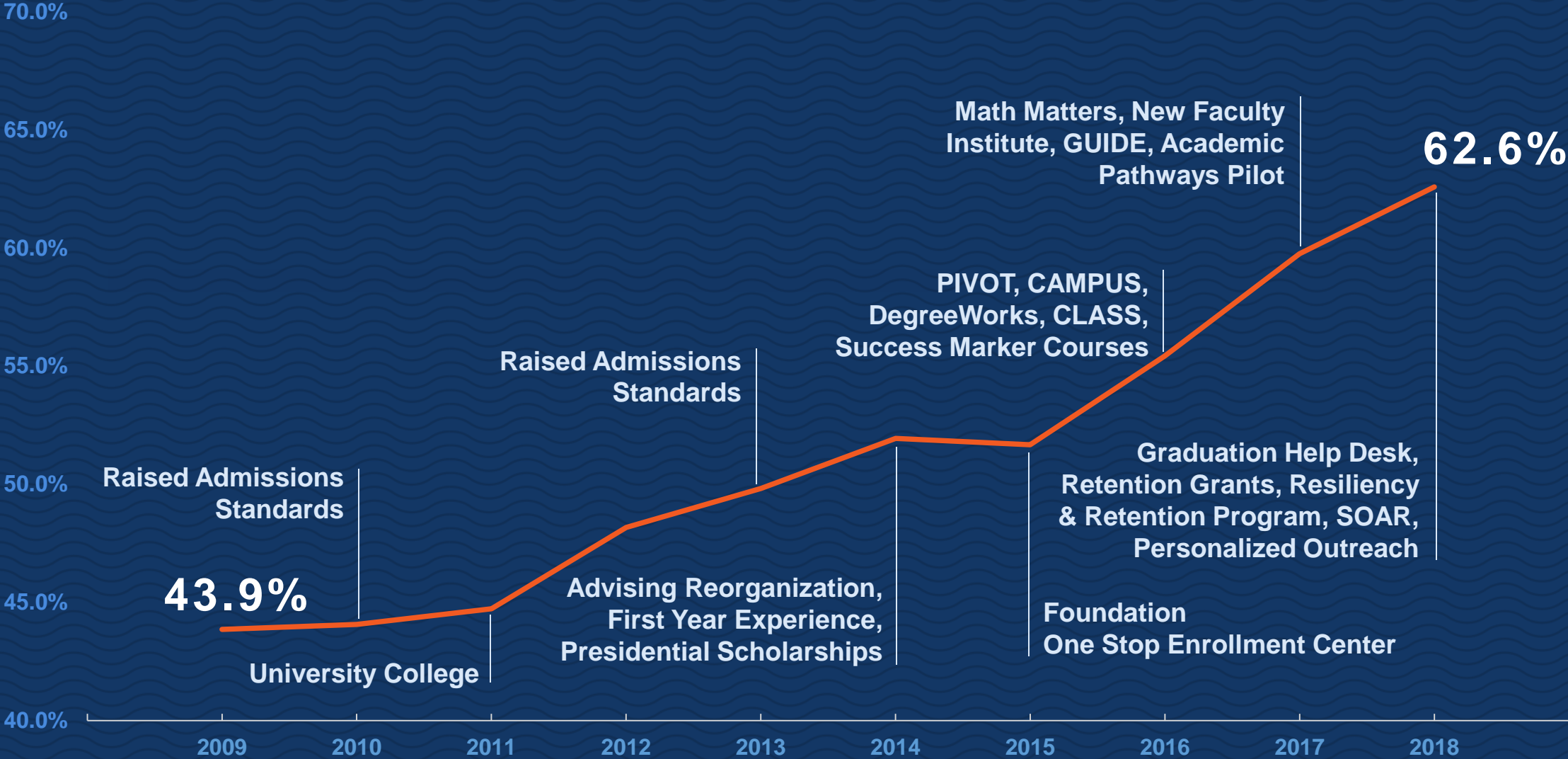
Graduation Help Desk, Retention Grants, Resiliency & Retention Program, SOAR, Personalized Outreach

Foundation One Stop Enrollment Center

73.4%

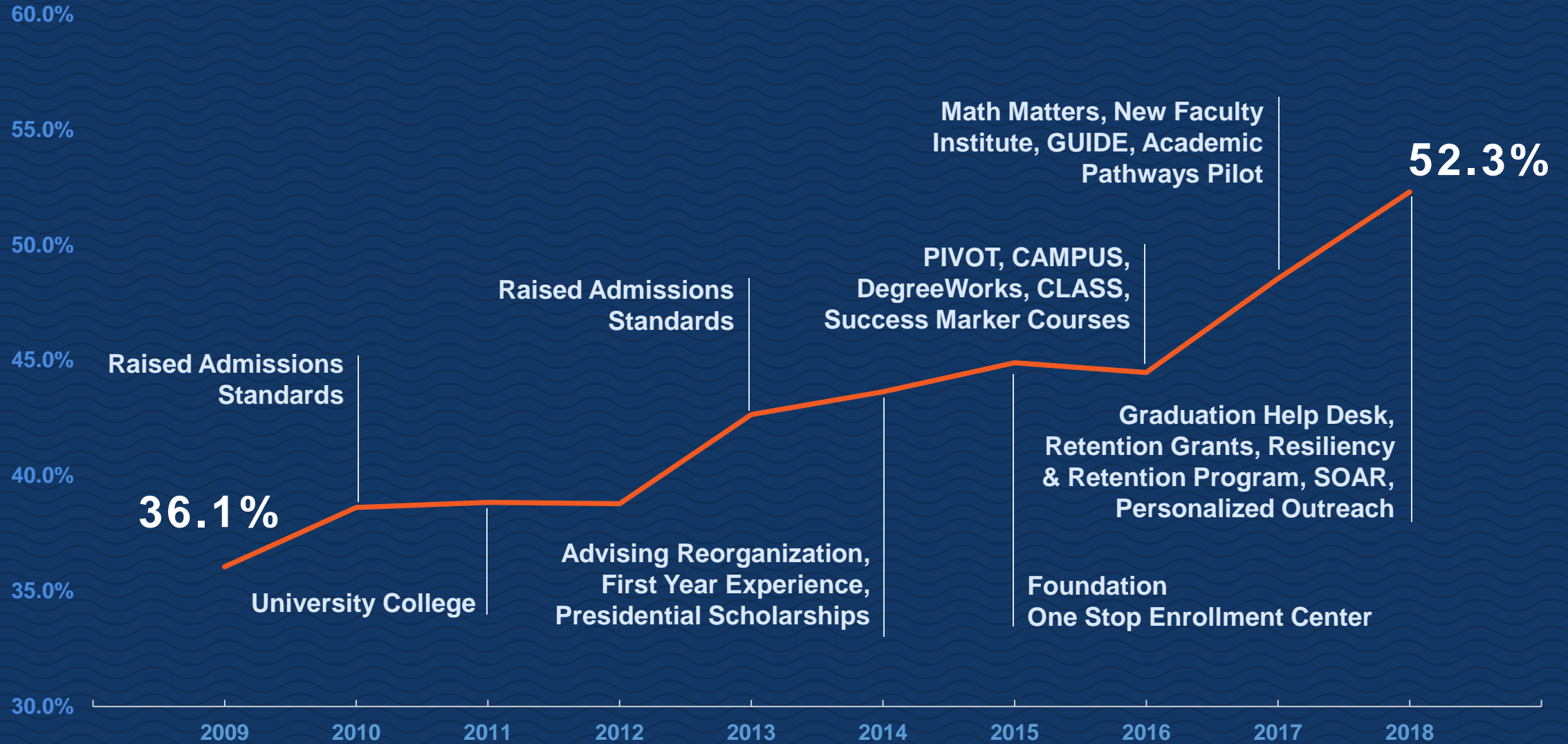
Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

Second-Year Persistence

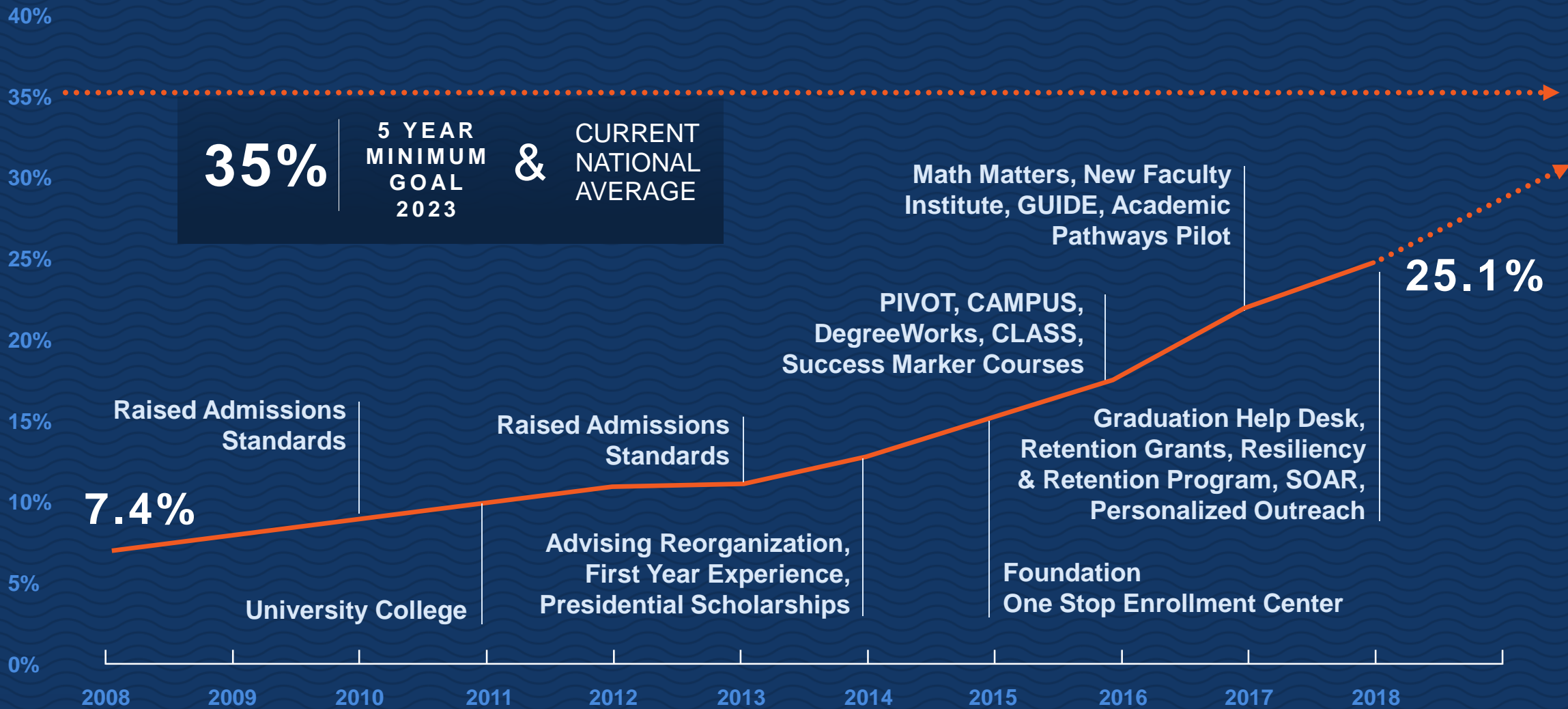


Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

Third-Year Persistence



Four-Year Graduation Rates



35% | 5 YEAR MINIMUM GOAL 2023 & CURRENT NATIONAL AVERAGE

Math Matters, New Faculty Institute, GUIDE, Academic Pathways Pilot

PIVOT, CAMPUS, DegreeWorks, CLASS, Success Marker Courses

Raised Admissions Standards

Raised Admissions Standards

7.4%

University College

Advising Reorganization, First Year Experience, Presidential Scholarships

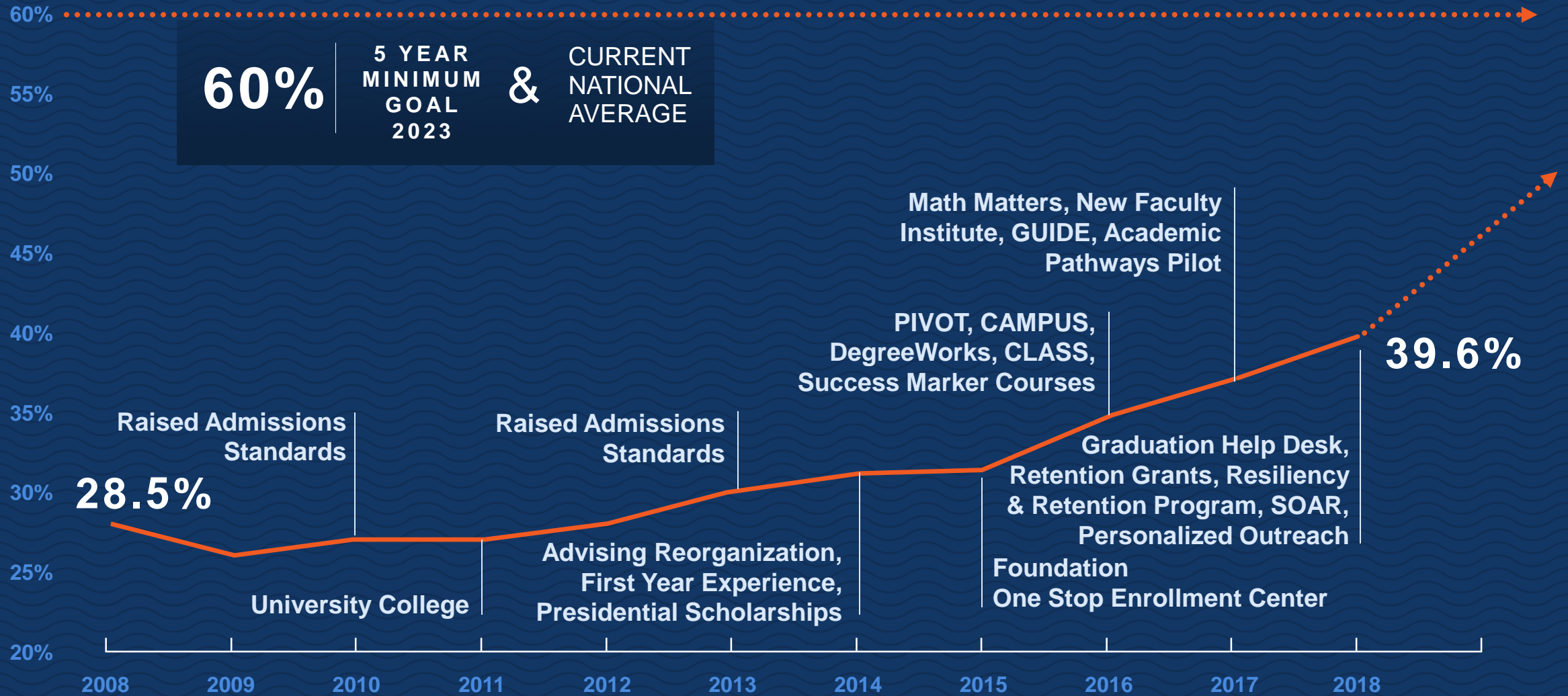
Graduation Help Desk, Retention Grants, Resiliency & Retention Program, SOAR, Personalized Outreach

Foundation One Stop Enrollment Center

25.1%

Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

Six-Year Graduation Rates



Data as reported to the Integrated Postsecondary Education Data System (IPEDS)



A great public research university

With a focus on driving **San Antonio's knowledge economy**, UTSA is an **urban-serving** university of the future living out the notion that **great universities need great cities, and great cities need great universities**. As a **discovery enterprise** on the fast track to attaining **National Research University Fund** eligibility and an **R1 designation** by the Carnegie Commission, UTSA is positioned to align with members of the prestigious **Association of American Universities**.

Our Trajectory



Our Targets

NRUF

Tier One in Texas

Criteria	Current	Target 2020
Restricted Research Expenditures	\$34M	\$45M
Endowments	\$152M	\$400M
National Academy Members	3 (including NAI)	5
Faculty Awards	2	7
Ph.D.s Awarded Annually	140	200

Criteria Met or Surpassed	Current	Target
Freshmen Class w/High Academic Achievement (Top 25%)	55%	50%
Phi Kappa Phi Member	Yes	Yes

Our Targets

R1

Highest possible
research
classification

Criteria	Current	Target 2020
STEM R&D Expenditures	\$64M	\$95M
Non-STEM R&D Expenditures	\$6.5M	\$15M
Total R&D Expenditures	\$70M	\$110M
Ph.D.s Awarded Annually	140	200
Postdocs/ Research Staff	90	100

Our Targets

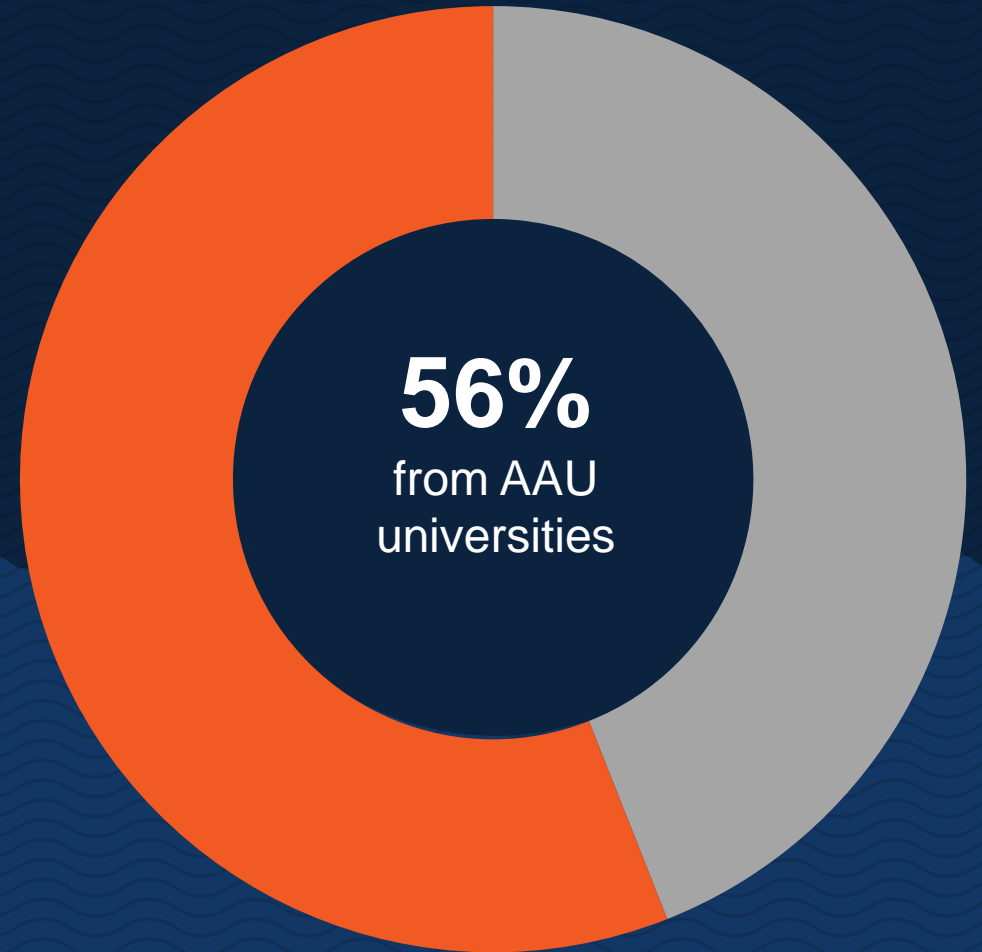
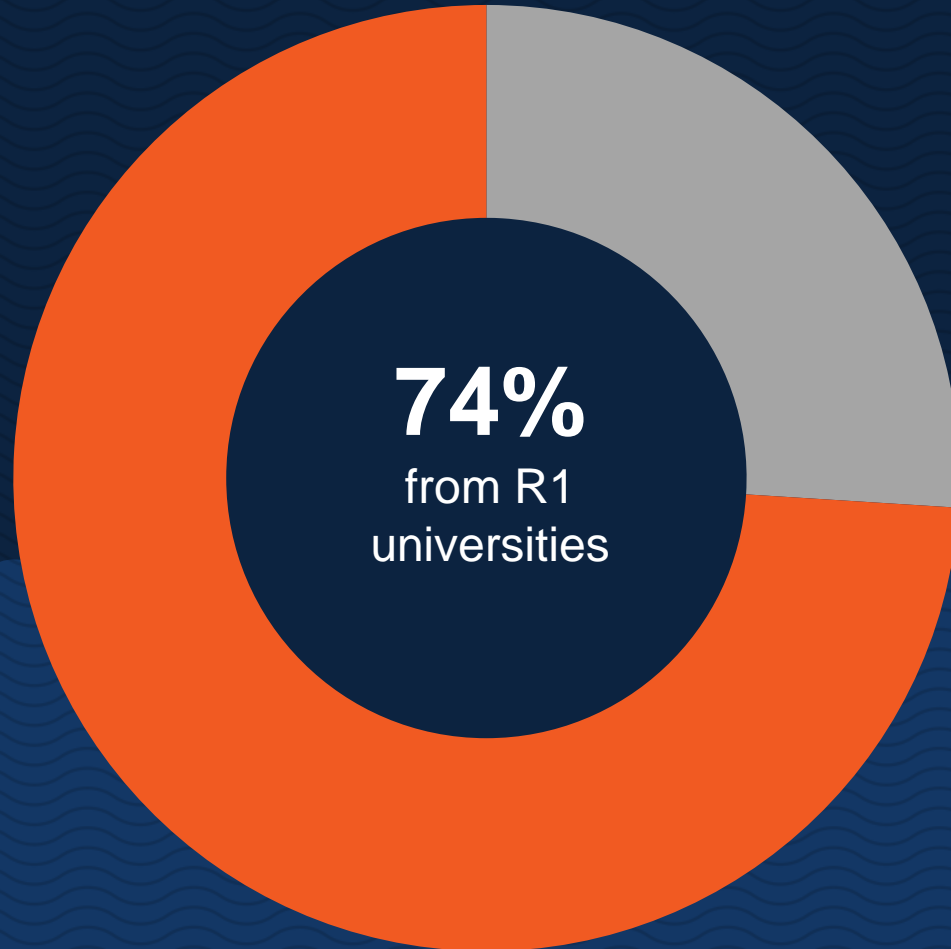
**AAU
Aligned**

The nation's most
prestigious research
institutions

Criteria	Current	AAU Target 20-40 th Percentile
Total Research Expenditure	\$70M	\$189-372M
Federal Research Expenditure	\$30M	\$98-233M
Endowments	\$152M	\$643M-1.4B
National Academy Members	3 (including NAI)	11-27
Faculty Awards	2	9-14
Ph.D.s Awarded Annually	140	224-375
Postdocs/ Research Staff	90	172-346
Industrial and State Research Expenditures	\$13M	\$50-100M
Faculty	621	800-1,000

FACULTY DEGREES

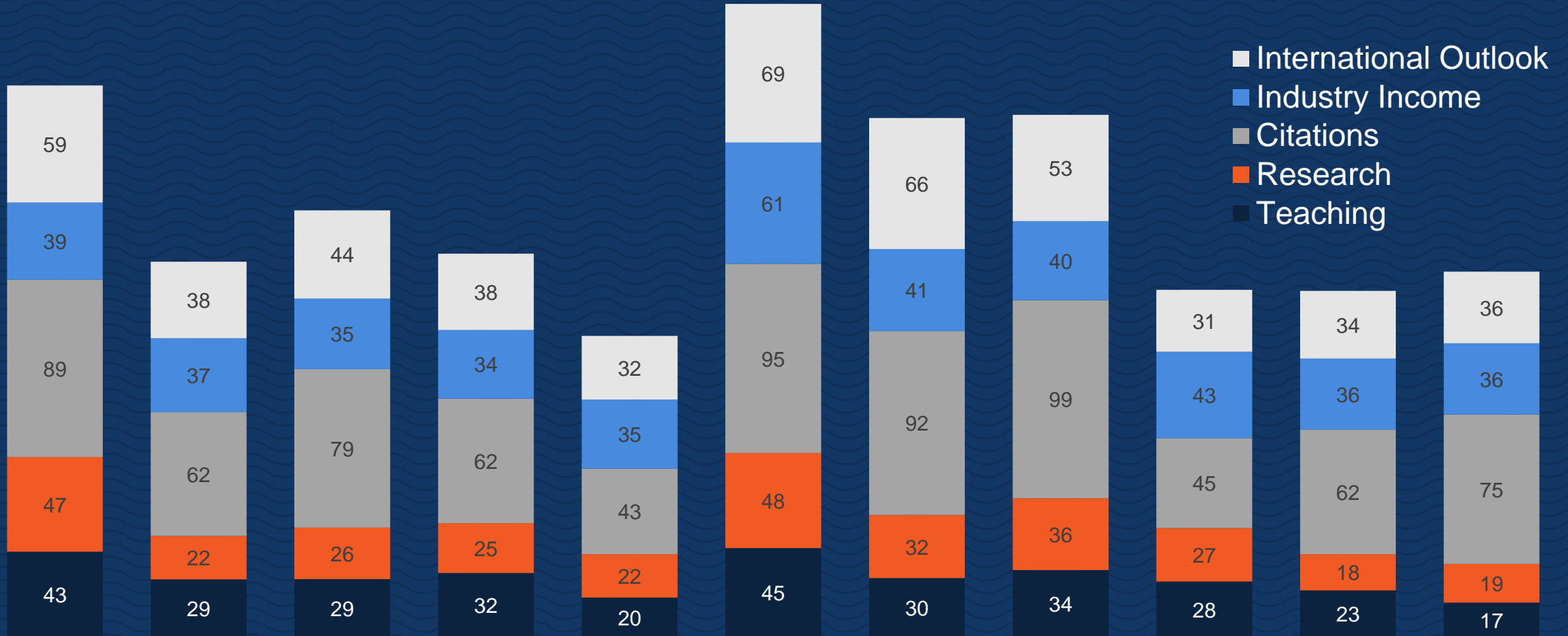
Tenure and tenure-track UTSA faculty with degrees from AAU and R1 Institutions



Peer Models

2019 Times Higher Education World University Rankings

- International Outlook
- Industry Income
- Citations
- Research
- Teaching

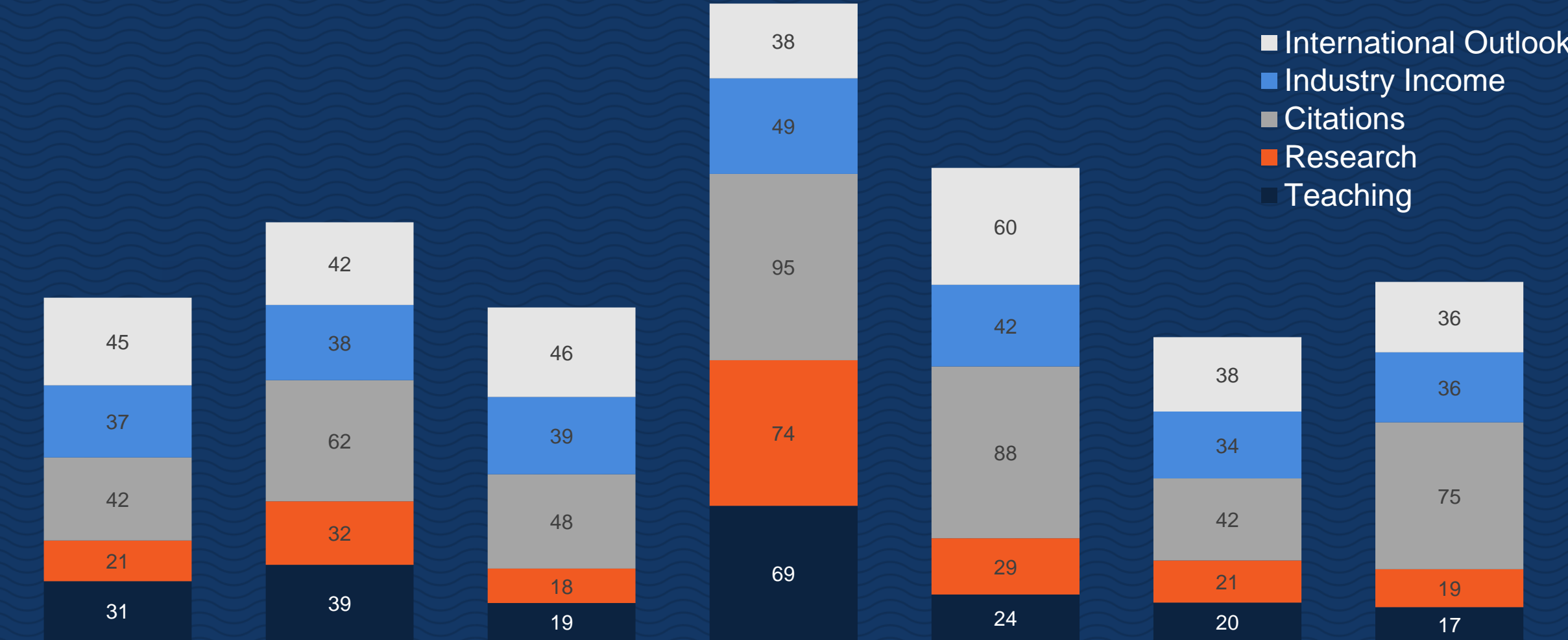


University	Score	Rank
Arizona State University	59.0	123
Florida International University	37.1	401-500
George Mason University	44.0	301-350
Georgia State University	37.1	401-500
Portland State University	26.0	601-800
University of California, Irvine	62.7	96
University of California, Riverside	49.5	201-250
University of California, Santa Cruz	55.6	167
University of Central Florida	26.0	601-800
University of Maryland, Baltimore County	33.5	501-600
University of Texas at San Antonio	33.5	501-600

Texas Institutions

2019 Times Higher Education World University Rankings

- International Outlook
- Industry Income
- Citations
- Research
- Teaching



Texas Tech University

University of Houston

University of Texas at
Arlington

University of Texas at Austin

University of Texas at Dallas

University of Texas at El Paso

University of Texas at San
Antonio

Score
Rank

26.0
601-800

44.0
301-350

26.0
601-800

75.4
39

46.4
251-300

26.0
601-800

33.5
501-600

Building New Areas of Scholarly Expertise



Materials Science & Advanced Manufacturing

35 faculty across
4 departments



Chemistry/ Drug Discovery

24 faculty
Chemistry
department
ranked 78th
in the U.S.



Cyber/Machine Learning & Analytics

79 faculty across
3 colleges
nationally ranked
cyber programs



Sustainable Cities: Water & Energy

40 faculty across
5 departments

OTHERS TO BE DETERMINED



An exemplar for strategic growth and innovative excellence

UTSA will **realize its full potential as a university** by growing to become a **more comprehensive institution**. By focusing on **nimbleness** and **continuous improvement**, UTSA integrates **innovative approaches** and **best practices** to ensure goals align with operational processes. With a reputation as a **great place to work**, UTSA actively **cultivates the excellence of its people**.

Strategic Enrollment

Targeted growth

31,000

>45,000

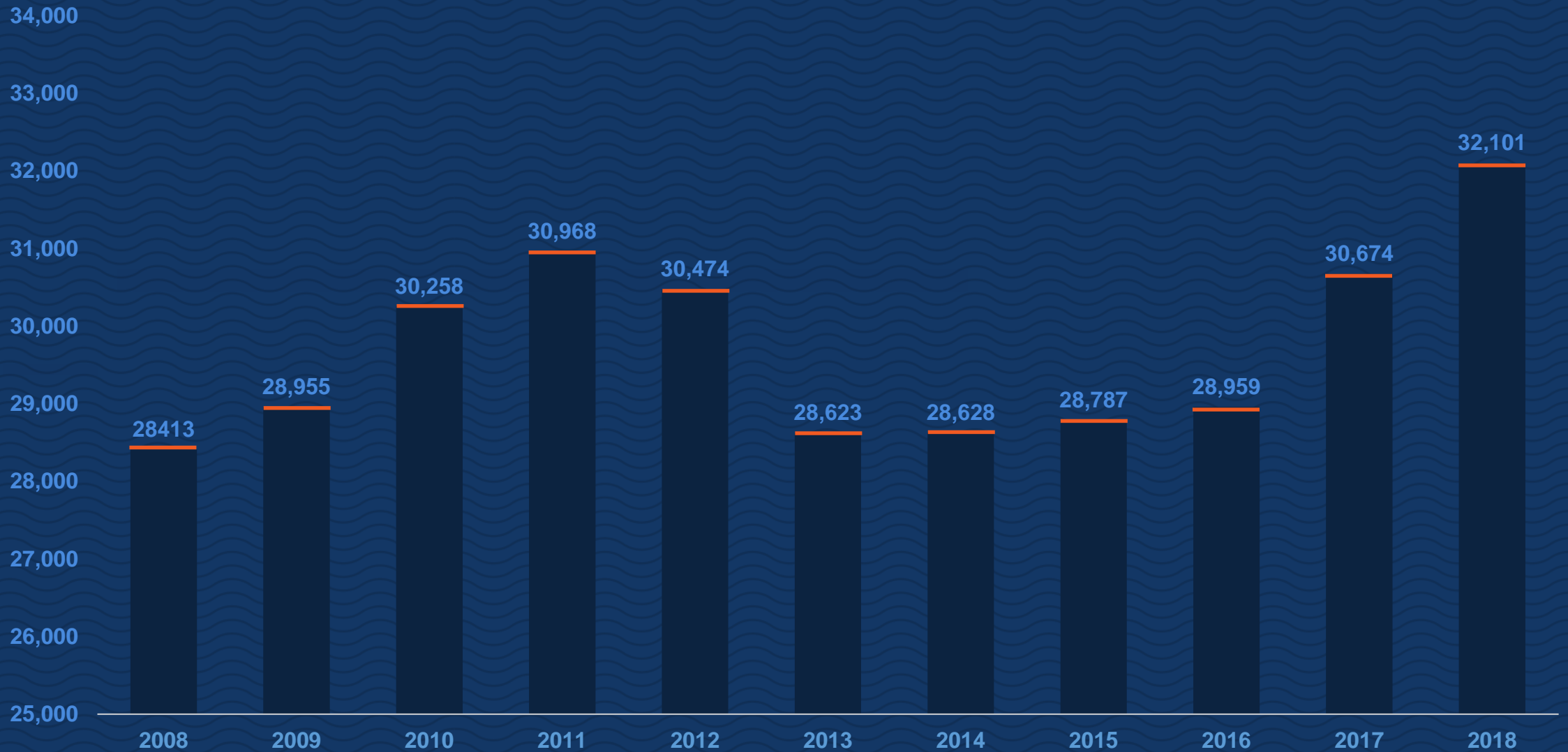


2018



2028

Total Enrollment



Data as reported to the Integrated Postsecondary Education Data System (IPEDS)



Cattleman's Square Residential Tower

Continental Hotel Residences

Current Downtown Campus Footprint

New National Security Collaboration Center

Relocated College of Business

New School of Data Science

Ten Year Plan 2018-2028

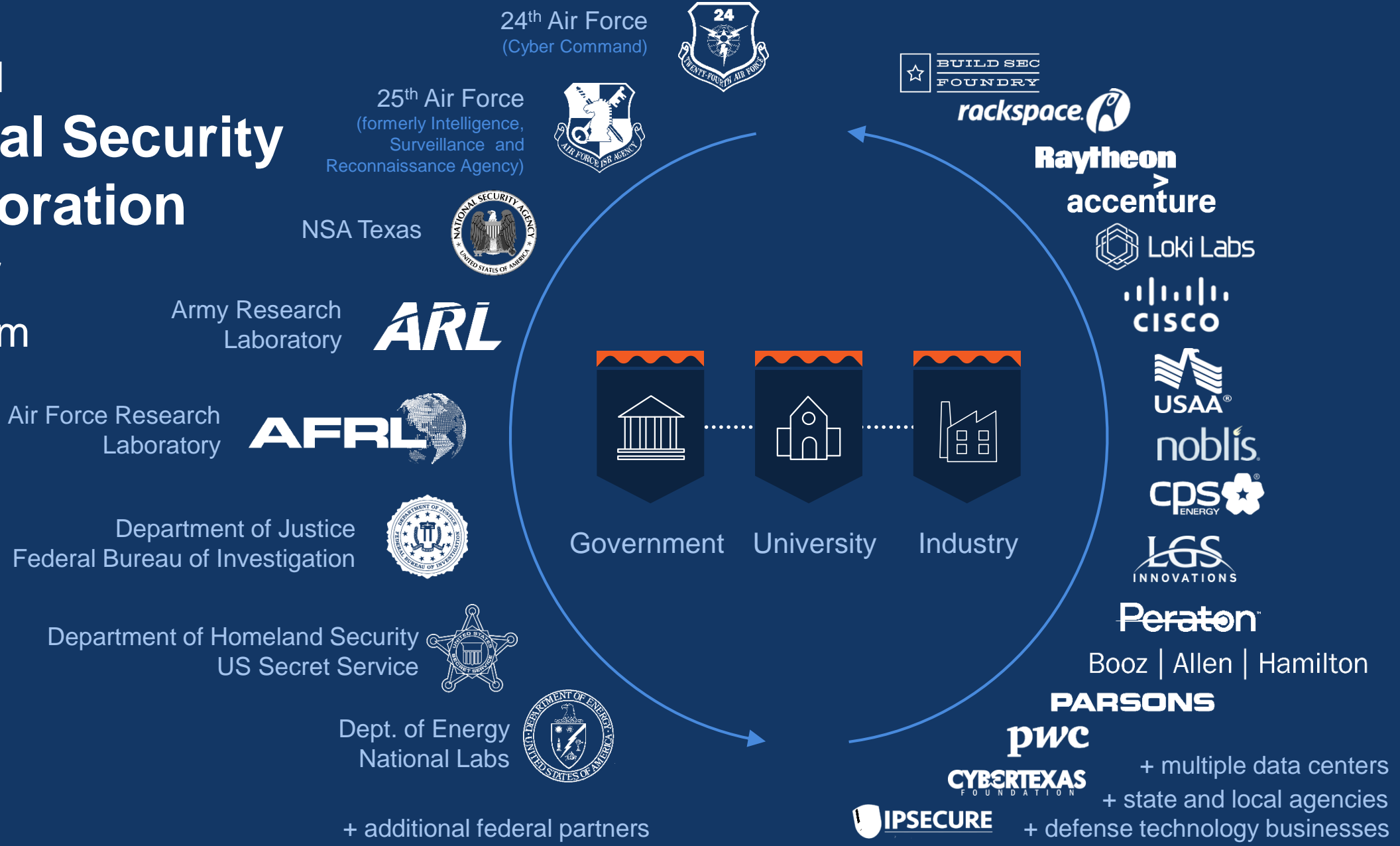
PHASE 1: 2018-2023 PHASE 2: 2023-2028

TALENT ACQUISITION

UTSA is focused on bringing the world's best and brightest researchers to San Antonio, boosting our capacity to solve society's grandest challenges.



Proposed National Security Collaboration Center Ecosystem



Initiative Overview

Student Success

IN BRIEF

A retention and graduation rate improvement strategy to ensure the university surpasses national averages within the next five years. After a year-long examination of processes, procedures and best practices at model research intensive, Hispanic Serving Institutions, an Integrated Student Success Plan was developed to guide UTSA's efforts.

THE PLAN

A strategic approach to meeting and exceeding the university's minimum goals:

- 85% first-year retention rate
- 35% four-year graduation rate
- 60% six-year graduation rate

LAUNCHED

October 2017

DESTINATION

A Model for Student Success



Initiative Overview

Finance and Budget Modeling

IN BRIEF

A transparent, data-driven approach to resource allocation through a new budget model that supports innovation and is highly customized to the needs of the university.

THE PLAN

Incentivized Resource Management (IRM) debuted at UTSA in September 2018. A new budgeting governance structure will facilitate regular evaluations for effectiveness and model adjustments as UTSA grows.

LAUNCHED

October 2017

DESTINATION

An Exemplar for Strategic Growth and Innovative Excellence

WEBSITE

www.utsa.edu/irm



Initiative Overview

Strategic Enrollment

IN BRIEF

A plan that adopts a creative, data analytics-driven strategy for increasing enrollment, taking into account all of UTSA's physical campuses as well as online offerings.

THE PLAN

UTSA's Strategic Enrollment Plan will shape the university's future through targeted growth. The two-phased implementation approach will result in more than 45,000 students at UTSA by the fall 2028, a population that will put UTSA in alignment with some of the most prestigious research institutions in Texas.

LAUNCHED

October 2017

DESTINATION

A Model for Student Success



Initiative Overview

Campus Master Plan

IN BRIEF

The Campus Master Plan initiative is guiding short and long-term campus growth, providing critical links between the university's physical development, its academic mission and strategic priorities.

PRIORITIES

- Academic classrooms
- Research facilities & engagement spaces
- Student housing
- Athletics facilities
- Intramural & recreational facilities
- Livability, walkability & sustainability
- Public/private partnerships
- Parking facilities
- Pedestrian and multi-modal transportation
- Wayfinding
- Environmental impact
- Utility infrastructure expansion
- Security and safety

DESTINATION

An Exemplar for Strategic Growth and Innovative Excellence

PARTNERSHIPS

Urban Land Institute; city, county and state government, civic organizations, private donors



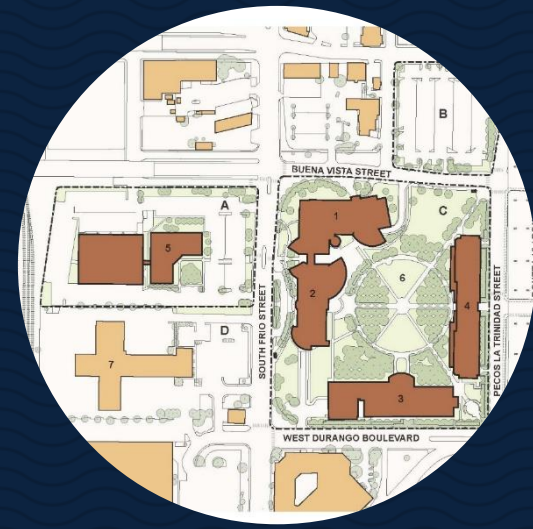
ACREAGE

UTSA Campuses

- 758 total acres
- 573 developable acres



Main Campus
600 acres | 495.2 developable acres



Downtown Campus
18.3 acres | 8.3 developable acres



Park West Campus
125 acres | 70 developable acres



Institute of Texan Cultures
14.6 acres | 0 developable acres

Initiative Overview

Research Excellence

IN BRIEF

UTSA is positioned to gain access to the National University Research Fund (NRUF), while also becoming San Antonio's first institution to hold an R1 Carnegie classification, signifying the highest level of research activity.

IMPACT

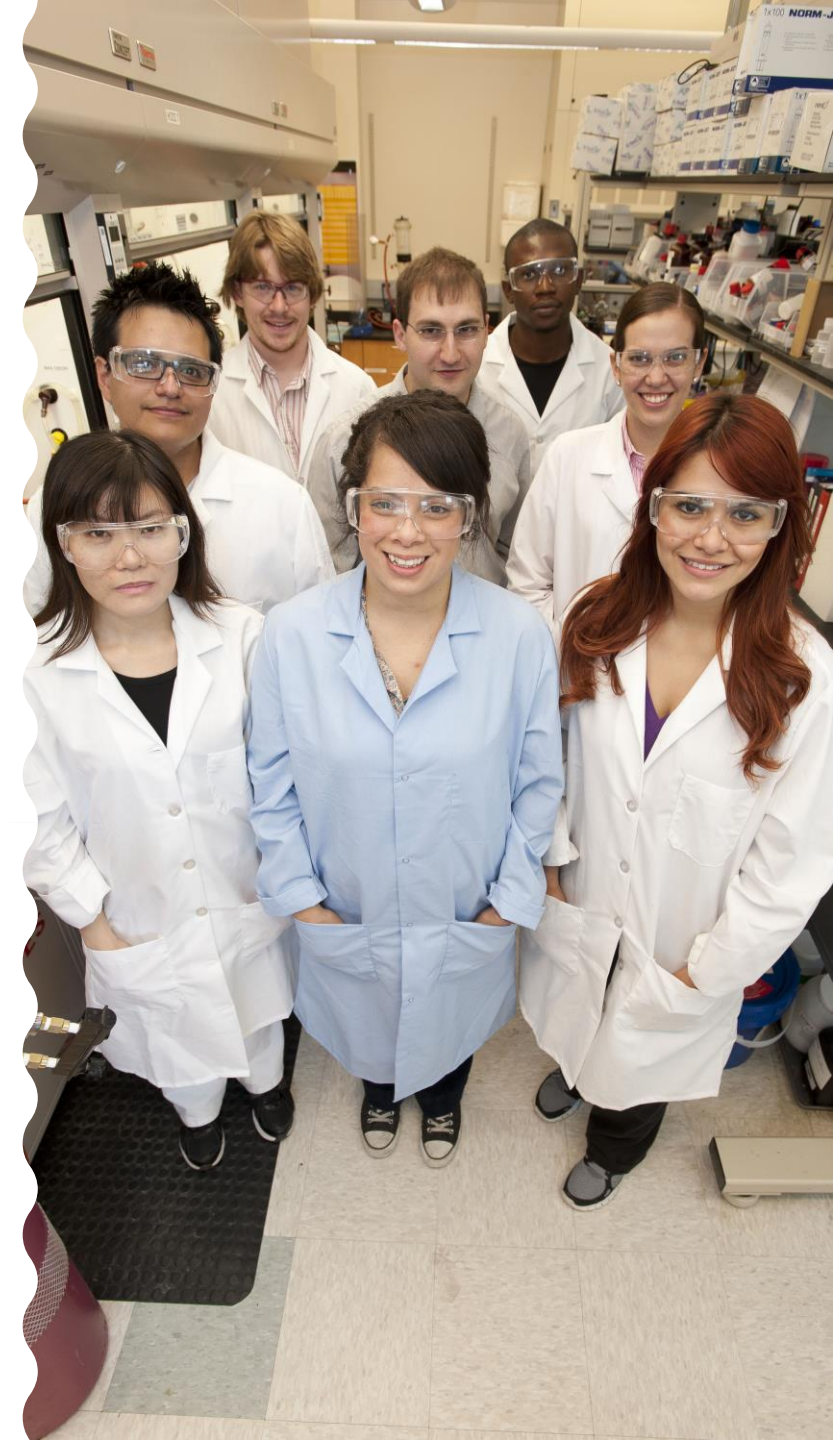
NRUF and Carnegie R1 distinctions will bring new levels of prestige to UTSA and San Antonio, setting the stage for UTSA to align with institutions in the prestigious Association of American Universities.

LAUNCHED

September 2018

DESTINATION

A Great Public Research University



Initiative Overview

Classroom to Career

IN BRIEF

An integrated, campus-wide framework to identify, connect and align existing experiential learning programs and to pursue partnerships that could lead to new or expanded programs.

LAUNCH

September 2018

TARGET

75% student participation in some form of experiential learning by graduation

IMPACT

Increases in student engagement will directly support UTSA's student retention efforts and strengthen partnerships in the San Antonio community.

PARTNERSHIP OPPORTUNITIES

Internships, co-ops, field experiences, service learning

DESTINATION

A Model for Student Success



Initiative Overview

Capital Campaign

IN BRIEF

A 10-year comprehensive campaign effort that seeks investments in the people, programs and facilities needed to inspire the opportunities, innovations and impacts that will shape the future of San Antonio.

TARGET

\$500M

TIME FRAME

2019-2029

IMPACT

The campaign will enable UTSA to transform in size and scope across three distinct pillars:

- Student Success
- Capital Improvements
- Expanding the Endowment

DESTINATION

An Exemplar for Strategic Growth and Innovative Excellence



Initiative Overview

Roadrunner Village

IN BRIEF

A proposed mixed-use development, the village will bring a much-needed sense of urban walkability to the edge of Main Campus for the benefit of both the UTSA and local community.

LOCATION

Main Campus

IMPACT

UTSA must provide affordable and attractive housing and services for a growing population estimated to reach 45,000 students by 2028.

LAUNCHED

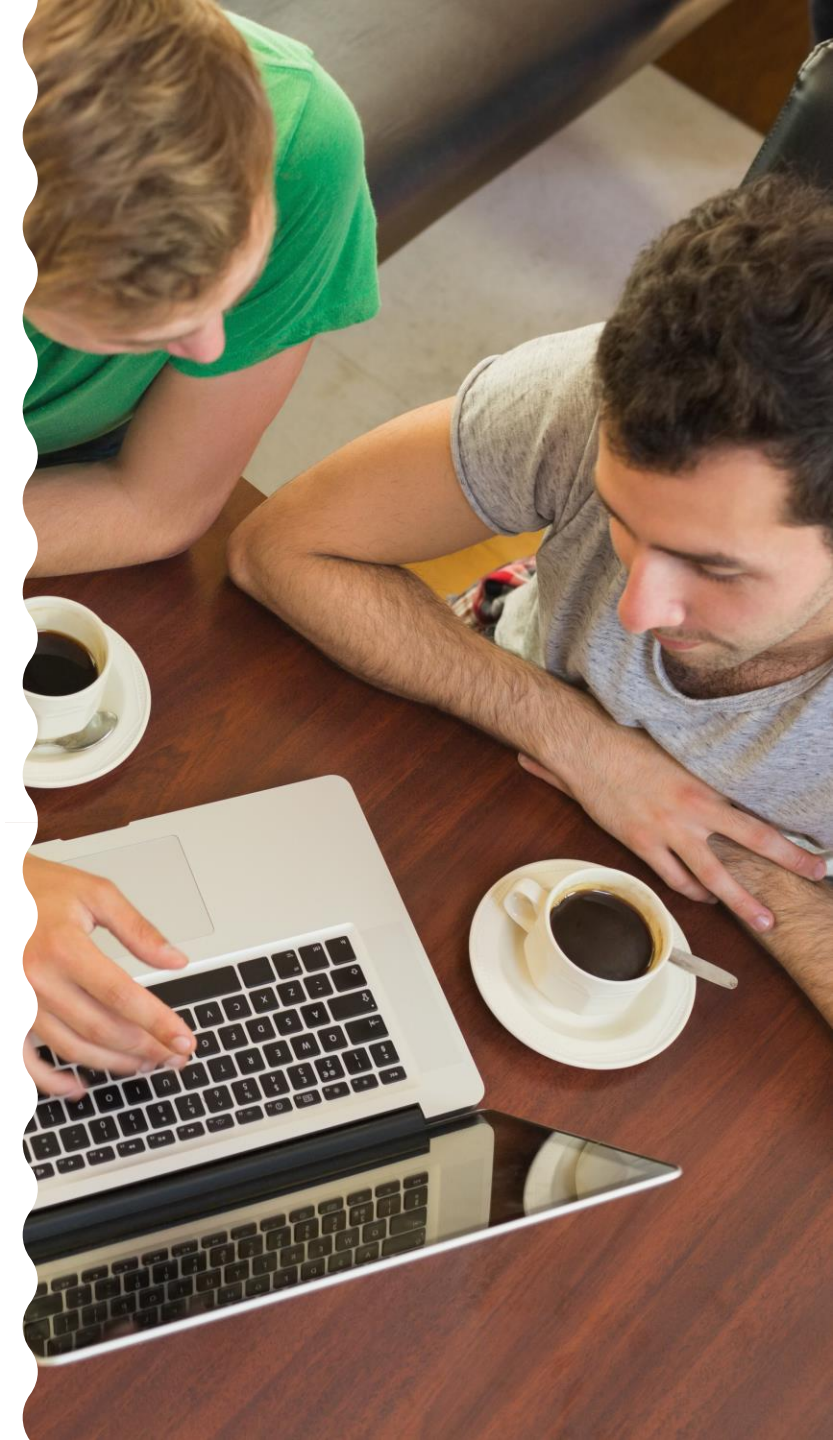
October 2018

FUNDING

Public/Private Partnership

DESTINATION

An Exemplar for Strategic Growth and Innovative Excellence



Initiative Overview

Roadrunner Hall

IN BRIEF

A new 350+ bed residence hall for freshmen students. Located at the intersection of Tobin and Brenan Avenues, Roadrunner Hall will provide convenient access to the Roadrunner Café dining facility and other on-campus housing amenities.

LOCATION

Main Campus

LAUNCHED

October 2018

SIZE

95,000 GSF

FUNDING

Future rental revenue and reserves from past revenue

DESTINATION

An Exemplar for Strategic Growth and Innovative Excellence



Initiative Overview

Residential Honors College

IN BRIEF

The Residential Honors College initiative represents the first step in the effort to align the UTSA Honors College with the top-reviewed honors colleges in the nation. The honors residence will be a strong recruiting tool and signal of academic quality.

LOCATION

Main Campus

LAUNCHED

October 2018

SIZE

To be determined

POTENTIAL COMPONENTS

Housing, “connected” classrooms, event space, dining facilities, fitness facilities, makerspace, study rooms, computing space, foyers, honors offices

FUNDING

Public/private partnership

DESTINATION

A Model for Student Success



Initiative Overview

Roadrunner Athletics Center of Excellence

LOCATION To be determined

SIZE Athletics Center / 70-90,000 GSF
Football Practice Fields / 90,000 GSF

COST \$37-44M

FUNDING Philanthropic Support

IN BRIEF A comprehensive multi-purpose sports center serving as a hub for student athletes

FUNDRAISING OPPORTUNITIES

- Naming of the center
- Naming of coaches offices
- Naming of administrative offices
- Naming of student-athlete support & training areas



Initiative Overview

New Home for the College of Business

LOCATION Downtown

SIZE 250,000 GSF

COST \$126M, \$504/GSF

FUNDING TRB (requested)
Transformative \$50M college naming gift (under exploration)

COMPONENTS Includes Departments of Accounting, Economics, Finance, Marketing, Management, Management Science, Center for Global Entrepreneurship, Center for Innovation Technology & Entrepreneurship, Center for Professional Excellence

OPPORTUNITIES Tailored executive MBA programs, certificate programs

PARTNERSHIPS H-E-B, PwC, USAA, Valero, UTHSC San Antonio

ADDITIONAL PHILANTHROPIC OPPORTUNITIES Department naming, endowed chairs, undergraduate scholarships, graduate fellowships



Portland State University
School of Business

Initiative Overview

Urban Education Institute

LOCATION	Downtown
SIZE	130,000 GSF
COST	\$65M, \$504/GSF (estimated)
FUNDING	\$2M seed gift (to be announced) Additional transformative gifts (needed) Funding from partnerships with ISDs (needed)
IN BRIEF	Laboratory school for COEHD
FUNDRAISING OPPORTUNITIES	<ul style="list-style-type: none">Endowments for graduate fellowships (\$10M)Endowments for undergraduate scholarships (\$10M)Naming opportunitiesFoundation partnerships



University of Chicago
Urban Education Institute

Initiative Overview

Urban Science Institute

LOCATION Downtown

SIZE 70,000 GSF

COST \$35M, \$504/GSF (estimated)

FUNDING Transformative gifts (needed)
Large foundation partnerships (needed)
Federal, state & foundation R&D funds

IN BRIEF Transdisciplinary research institute with 200
scientists

FUNDRAISING OPPORTUNITIES

- Endowment for director (\$10M)
- Endowments for graduate fellowships (\$10M)
- Endowments for undergrad scholarships (\$10M)
- Naming opportunities



New York University
Center for Urban Science & Progress

School of Entrepreneurship

A hub for innovation
and developing an
entrepreneurial
mindset



The University of Utah
Lassonde Entrepreneur Institute

Cattleman's Square Residential Tower

A mixed-use residential facility to house UTSA's growing population at the Downtown Campus



Arizona State University
Taylor Place Residence Hall

Continental Hotel Residences

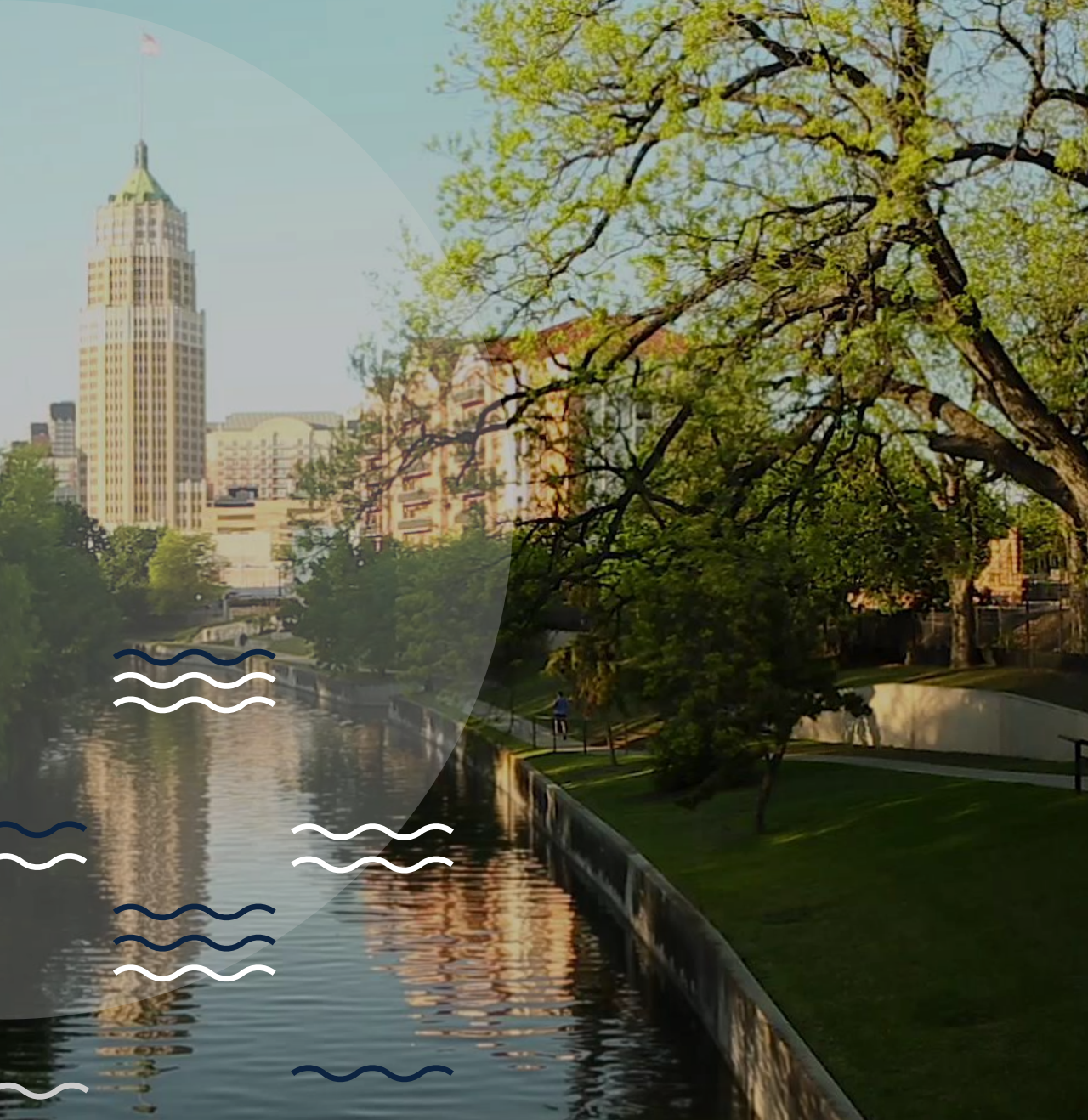
A mixed-use residential facility to house UTSA's growing population at the Downtown Campus



Towson University -The Residences
(converted from Marriott Hotel)

UTSA[®]

The University of Texas
at San Antonio[™]



Questions?
Thank you!