Staff Senate Conversation

Dr. Taylor Eighmy
President, UTSA

March 24, 2022
UTSA is the university of the future, 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.
VISION

Ten Year Strategic Plan Destinations 2018-2028

1. A model for student success
2. A great public research university
3. An exemplar for strategic growth and innovative excellence
# UTSA’s 2028 BOLD Institutional Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>FY2021 Value</th>
<th>2028 Target</th>
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<tbody>
<tr>
<td>Students</td>
<td>34,734</td>
<td>&gt;45,000</td>
</tr>
<tr>
<td>Faculty</td>
<td>1,374</td>
<td>&gt;2,000</td>
</tr>
<tr>
<td>Staff</td>
<td>2,312</td>
<td>&gt;3,250</td>
</tr>
<tr>
<td>Faculty in the national academies</td>
<td>5</td>
<td>&gt;15</td>
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<tr>
<td>First-year retention rate</td>
<td>77.9%</td>
<td>&gt;85%</td>
</tr>
<tr>
<td>Experiential learning</td>
<td>35%</td>
<td>&gt;75%</td>
</tr>
<tr>
<td>Total degrees awarded annually</td>
<td>7,736</td>
<td>8,590</td>
</tr>
<tr>
<td>Carnegie classification &amp; access</td>
<td>R1 attained</td>
<td>R1 &amp; NRUF</td>
</tr>
<tr>
<td>to the National Research University Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual research expenditures</td>
<td>$140M</td>
<td>&gt;$300M</td>
</tr>
<tr>
<td>Endowment</td>
<td>$186M</td>
<td>&gt;$400M</td>
</tr>
<tr>
<td>Annual budget</td>
<td>$623M</td>
<td>&gt;$1B</td>
</tr>
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</table>
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.
STUDENT SUCCESS

Undergraduate Degrees Awarded & Time to Degree

Average Time to Undergraduate Degree (Years)

Degrees Awarded

5.3 years

4.4 years

3,842
3,976
4,149
4,247
4,465
4,552
4,693
4,648
4,728
4,938
5,580
5,924
6,304

Undergraduate Degrees Awarded


Average Time to Degree (Years)

5.3
4.4
Leadership in Latino Student Success

The number of degrees conferred annually to Hispanic students has increased steadily over the past decade.
STUDENT SUCCESS

Student Scholars Spotlight

Michael Sanchez
Economics
2021 Truman Scholarship Finalist

Kaitlyn Varela
Biomedical Engineering
2021 Ford Foundation Predoctoral Fellow

Favour Obuseh
Biomedical Engineering
2021 Ford Foundation Predoctoral Fellow

Mariah Antopia
Biology
2021 Goldwater Scholarship Recipient

Joshua Chaj Ulloa
Chemical Engineering
2021 Goldwater Scholarship Recipient

Tristen Pepper
Biomedical Engineering
2021 Goldwater Scholarship Recipient

Adam Hooker
Electrical Engineering
2021 Goldwater Scholarship Recipient

National Science Foundation
2021 NSF Graduate Research Fellows

Kaitlyn Varela
Chemistry of Life Processes

Christian Strong
Chemical Synthesis

Favour Obuseh
Biomedical Engineering

Daniel Martinez
Macromolecular, Supramolecular and Nanochemistry

Morgan Johnston
Neurosciences

Kennedy Howland
Bioengineering

Jennifer Brett
Cultural Anthropology

Pete Gueldner
Bioengineering

Cynthia Perez
Bioengineering

Elysa Jui
Bioengineering

Daisy Paredes
Cultural Anthropology

8
Advancing Research Excellence

Distinguished Student Awards

2020-2021
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 Carnegie R1 classified institution that is the fast track to attaining National Research University Fund eligibility, UTSA is positioned to align with members of the prestigious Association of American Universities.
UTSA’s Planned Trajectory

R1
The highest possible (Tier One) classification for research universities

NRUF
Tier One in Texas

AAU Equivalent
The nation’s most prestigious research institutions

Top 140 U.S. public and private research universities according to 10 criteria established by the Carnegie Classification of Institutions of Higher Education

Texas’s eight public Emerging Research Universities (ERUs) deemed eligible for National Research University Fund (NRUF) according to six criteria established by the THECB

Top 64 invited public and private U.S. and Canadian universities according to nine criteria established by the Association of American Universities (AAU)
In February 2022, the Carnegie Classification of Institutions of Higher Education designated UTSA as an R1 institution, reinforcing our trajectory as one of Texas's top public research universities.
Alliance of Hispanic Serving Research Institutions

<table>
<thead>
<tr>
<th>HSIs with R1 Designation</th>
<th>CUNY Graduate School &amp; Univ. Ctr.</th>
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</thead>
<tbody>
<tr>
<td>Arizona State University</td>
<td>CUNY Graduate School &amp; Univ. Ctr.</td>
</tr>
<tr>
<td>Florida International University</td>
<td>Texas Tech University, Lubbock</td>
</tr>
<tr>
<td>University of Arizona, Tucson</td>
<td>University of California, Irvine</td>
</tr>
<tr>
<td>University of California, Riverside</td>
<td>University of California, Santa Barbara</td>
</tr>
<tr>
<td>University of California, Santa Cruz</td>
<td>University of Central Florida</td>
</tr>
<tr>
<td>University of Colorado - Denver</td>
<td>University of Houston</td>
</tr>
<tr>
<td>University of Illinois Chicago</td>
<td>University of Nevada, Las Vegas</td>
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<tr>
<td>University of New Mexico, Albuquerque</td>
<td>University of North Texas, Denton</td>
</tr>
<tr>
<td>University of Texas at Austin</td>
<td>University of Texas at San Antonio</td>
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<tr>
<td>University of Texas at Arlington</td>
<td>University of Texas at El Paso</td>
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CARNegie R1 CLASSIFICATION
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.
Incentivized Resource Management

Changing our approach to resource allocation and aligning budgets to the evolving mission and strategic priorities of the university while making the most efficient use of institutional funds
UTSA leadership made investing in faculty and staff compensation a priority for FY2022.

More than $16.4 million invested in compensation strategies. The original estimated investment was $14 million.

Compensation strategies implemented every few months throughout FY2022, providing meaningful increases to as many faculty and staff as possible.
Compensation Strategies

Increase Minimum Pay Rates & Pay Scales
- Minimum hourly wage increases:
  - Staff: to $15/hr.
  - Student employee: to $10/hr.
- FTT faculty minimum salary pay scales established
- Faculty and staff pay compression adjustments
  - For staff, select incumbent hourly rates increased to $16-$17
- Effective September/October 2021
- Status: Complete

Merit Increase
- Increase of up to 4% based on 2020-2021 performance evaluation rating
- Recognizes increased workloads while maintaining high-quality services and support
- Rewards exceptional faculty and staff for going above and beyond
- Effective January 1, 2022
- Status: Complete

One-Time Faculty & Staff Stipends
- Provided one-time stipends to faculty and staff to recognize adaption to rapidly changing conditions
- Faculty stipends paid on October 1, 2022
- Staff stipends paid on December 1, 2022
- Status: Complete

Market Retention Adjustments
- Staff: Funding allocated to adjust certain pre-determined administrative job categories
  - Hard-to-fill, high-turnover and highly-skilled positions
- Faculty: college-specific consultations to determine funding proportions for adjustments (new hires, market retention compression adjustments, graduate student investments, etc.)
- Expected completion: March-May 2022

Increase Minimum Pay Rates & Pay Scales
- $2.9 million

Merit Increase
- $7.9 million

One-Time Faculty & Staff Stipends
- $3.3 million

Market Retention Adjustments
- $2.3 million
Campus Master Plan 2019

Guiding the development of UTSA’s campuses over the next decade
STRATEGIC GROWTH & EXCELLENCE

New Campus Construction

Science and Engineering Building

Student Success Center

Guadalupe Hall
Celebrating 2021
IN-REVIEW
UTSA IN 2021

Achievements & Highlights

- **Pandemic Response**
  Flexibility and innovation were key in delivering academic programs and remote campus operations.

- **Campus Climate Survey**
  Assessed perspectives regarding our workplace environment.

- **Compensation Strategy**
  Meaningful salary increases in an effort to recognize hard work and the value of our faculty & staff.

- **Reaffirmation of Accreditation**
  SACSCOC reaffirmed UTSA’s accreditation through 2030.

- **Bold Promise**
  Program expansion to provide more Texas students with the opportunity to pursue a tuition-free UTSA degree.

- **Advancing Student Health and Wellbeing**
  Integrated and expanded clinical services for student health, counseling and mental health needs.

- **New College of Engineering and Integrated Design**
  Realignment to better prepare students for today’s Architecture, Engineering and Construction workforce.

- **Modern Learning Environments and Innovative Pedagogy**
  Reinventing and reinvigorating our campus’ physical spaces while incorporating innovative technology.
UTSA IN 2021

Achievements & Highlights

Carlos Alvarez College of Business
$20M gift from Carlos and Malú Alvarez establishes UTSA’s first named college

Klesse College of Engineering and Integrated Design
$20M gift from Margie and Bill Klesse establishes UTSA’s second named college.

Carnegie R1 Classification
Elite designation aligns UTSA with the nation’s top research institutions

Largest Freshman Class in UTSA History
34,734 students enrolled in fall 2021, including a freshman class of 5,500

Move to the American Athletic Conference
A league with a history of unprecedented success in intercollegiate athletics.

Roadrunner Athletics Center of Excellence
$41.5M state-of-the-art athletic training facility opened in Aug 2021

$40M for Student Success
A transformational, unrestricted gift from MacKenzie Scott.

$5M for Cybersecurity in Advanced Manufacturing
Additional funding secured from the Texas Legislature
SAN ANTONIO

UTSA’s Four Campuses & The Southwest School of Art Campus
Coates Chapel, Courtyard, and other event facilities

Southwest School of Art

Club Giraud
UTSA VISION

Looking Ahead
**Looking Ahead**

**88th Legislative Session**
Establishing our goals for the session commencing January 2023

**$500M BE BOLD Campaign Launch**
Building the infrastructure and resources needed to achieve our three strategic destinations.

**A New Normal**
Building on the adoption of flexible learning approaches, new pedagogies, hybrid work modalities and reimagined space use.

**Strategic Plan Refresh**
Taking stock of our plan, tactical team work, mission, core values and peer models of excellence in light of our new R1 classification.

**Downtown Focus**
Continued expansion of our downtown educational and research facilities.

**National Research University Fund (NRUF)**
Solidifying UTSA’s position as a university capable of tackling society’s grandest challenges.

**Campus Climate Survey Follow-Up**
- Staffing
- Compensation
- Communication
Discussion

- Participation in the Climate Focus Groups and Process
- Compensation Plan Updates
- Mental Health and Physical Well-being
- Other Issues?
- Staffing Plan Updates
- Work Modalities