



LONG RANGE FINANCIAL PLAN | 2023-2028

AN EVOLVING VISION

Dr. Taylor Eighmy
President, UTSA

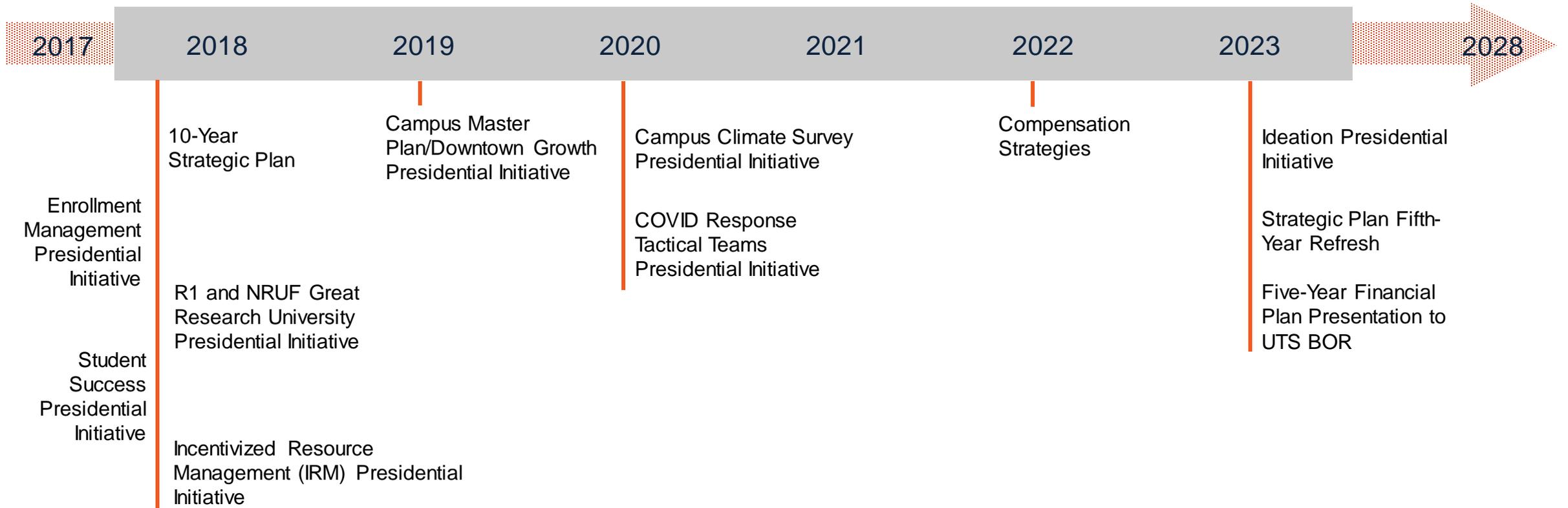
U.T. System Board of Regents Meeting
Academic Affairs Committee
November 2023



UTSA IS THE
UNIVERSITY OF
THE FUTURE
IN THE
CITY OF THE
FUTURE

10-YEAR STRATEGIC PLAN

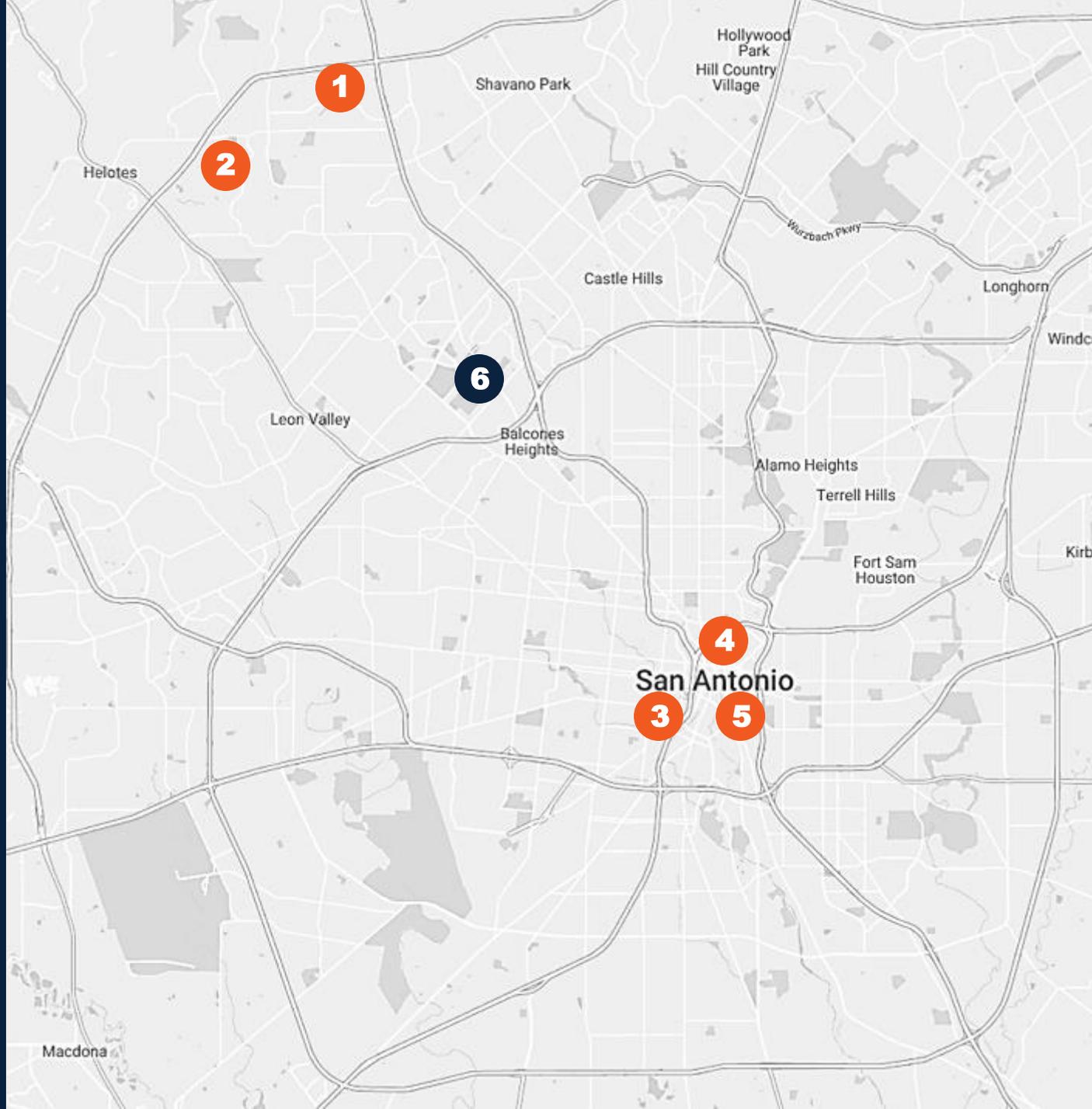
2018-2023 TIMELINE



Please see detailed description of each initiative in appendix.

FIVE CAMPUSES
ONE
UNIVERSITY

UTSA is the largest university in San Antonio, which is the 7th biggest city in the United States



1 - MAIN



2 - PARK WEST



3 - DOWNTOWN



4 - SOUTHWEST



5 - HEMISFAIR



6 - UT HEALTH SA



LEGEND

- 1** SAN PEDRO II
- 2** HOUSING PLAN
- 3** ATHLETICS FACILITIES
- 4** PERFORMING ARTS
- 5** BUILDING REVITALIZATION

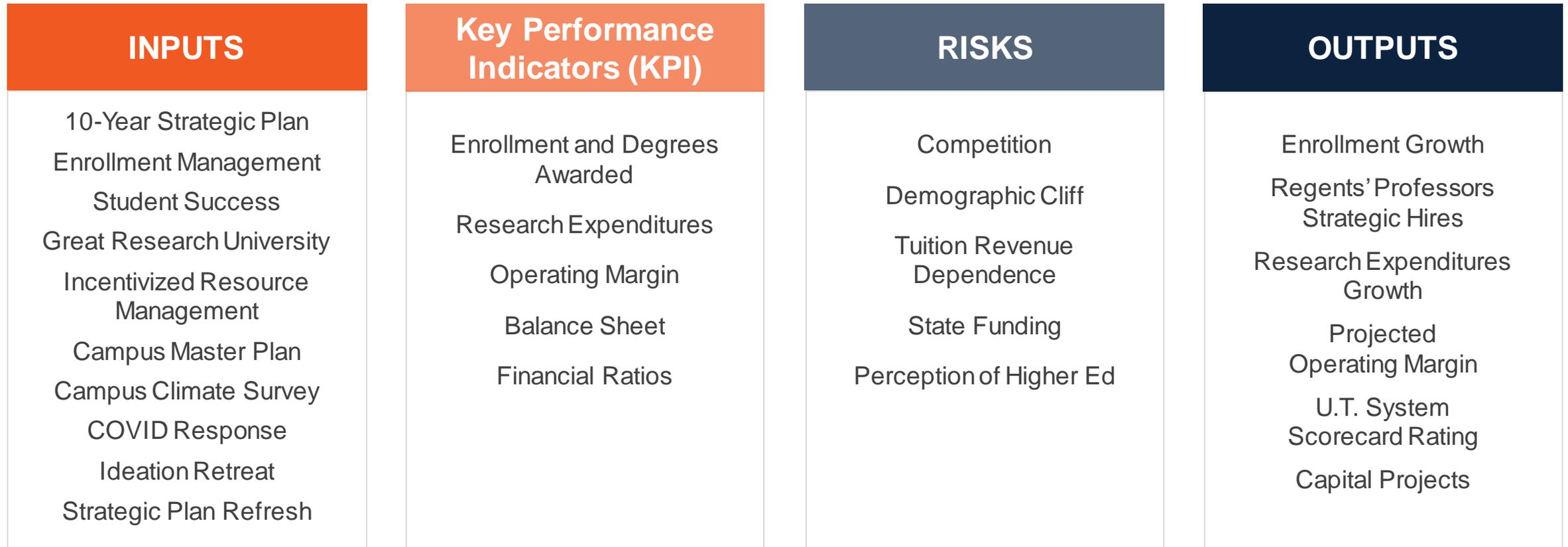


MAIN CAMPUS

DOWNTOWN CAMPUS

LONG RANGE

FINANCIAL PLANNING FRAMEWORK



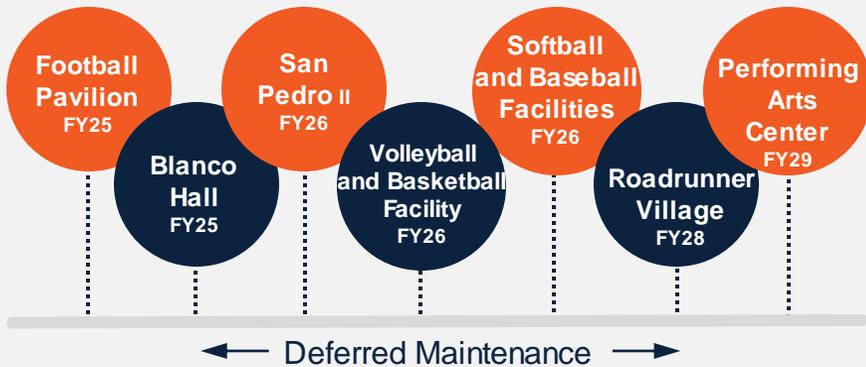
Incentivized Resource Management

OUTPUTS

Refreshed Strategic Plan

- Strategic enrollment growth
- Regents' Professors strategic faculty hires
- Federal research expenditures growth
- Ph.D. production growth
- Classroom to Career expansion
- Lifelong learning and credentials
- Compensation strategy
- Online programs growth
- Great Place to Work
- Economic driver
- Workforce driver
- Process improvement
- Be Bold Capital Campaign
- "Campusness"
- Downtown expansion
- Wellbeing

Capital Plan



Strategic Targets 2028

Key Performance Indicators	FY23	FY28
Total Enrollment	34.8K	41K
Faculty Headcount Increase	1,429	1,695
Endowment	\$280.4M	\$400M
Students with Experiential Learning	47%	75%
Student-to-Faculty Ratio	24:1	20:1
Average (Federal) Student Debt	\$20,580	< \$20K
Research Expenditures	\$145M	\$209M
Ph.D. Degrees Awarded	140	200

Financial Targets

Financial Targets	FY23 Preliminary	FY24	FY25	FY26	FY27	FY28
Operating Margin	2.2%	3.5%	1.3%	1.2%	1.0%	1.5%
Operating Margin (without depreciation)	15.8%	16.8%	13.8%	13.5%	12.6%	12.7%
Debt Service to Operations	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%
Spendable Cash/Investment to Operational Expenses	1.0	1.0	0.9	0.9	1.0	1.0
U.T. System Scorecard: Score	3.1	2.7	3.0	2.9	3.5	3.3
U.T. System Scorecard: Rating	Aa2	Aa2	Aa2	Aa2	Aa2	Aa2

MAJOR KEY PERFORMANCE INDICATORS



Enrollment

- Graduate/Undergraduate Enrollment Mix
- Retention Rate
- Graduation Rate



Financial Stability

- U.T. System Scorecard
- Annual Operating Margin
- Operating Margin without Depreciation
- Debt Service to Operations
- Spendable Cash and Investments to Operating Expenses
- Spendable Cash and Investment to Total Debt



Research Excellence

- Total Research Expenditures
- Federal Research Expenditures
- Faculty in National Academies
- Faculty Prestigious Awards
- Ph.D. Production Growth



Strategic Growth

- Total Endowment
- Overall Giving
- Strategic Partnerships
- Cumulative New Construction

RISK MITIGATION

Demographic Cliff

Strategic enrollment strategies

Attraction and Loss of Talent

Annual institutional compensation strategies, cluster hire focus, strategic partnerships

Unfunded Mandates

Strategic Investment Fund

Unanticipated Financial Event

Ongoing review of operating reserves

10-YEAR STRATEGIC PLAN

FINANCIAL PLANNING DRIVERS

STRATEGIC	CAPITAL	FINANCIAL
<ul style="list-style-type: none">▪ Strategic Enrollment▪ Regents' Professors Growth▪ Ph.D. Production Growth▪ Capital Master Plan	<ul style="list-style-type: none">▪ Institute of Texan Cultures▪ San Pedro II▪ Housing Plan▪ Convocation Center Refresh▪ Basketball and Volleyball Training Facility▪ Softball and Baseball Facilities▪ Deferred Maintenance▪ Performing Arts Center▪ Roadrunner Village	<ul style="list-style-type: none">▪ Strategic Investment Fund▪ Capital Financial Plan▪ Capital Campaign Plan▪ Athletics Financial Plan▪ Real Estate Monetization

ACTIVE INITIATIVES

Attract Talent

- Compensation Strategy
- Great Place to Work
- Process improvement

Enrich the Student Experience

- Classroom to Career Expansion
- Lifelong Learning and Credentials
- “Campusness”
- Wellbeing

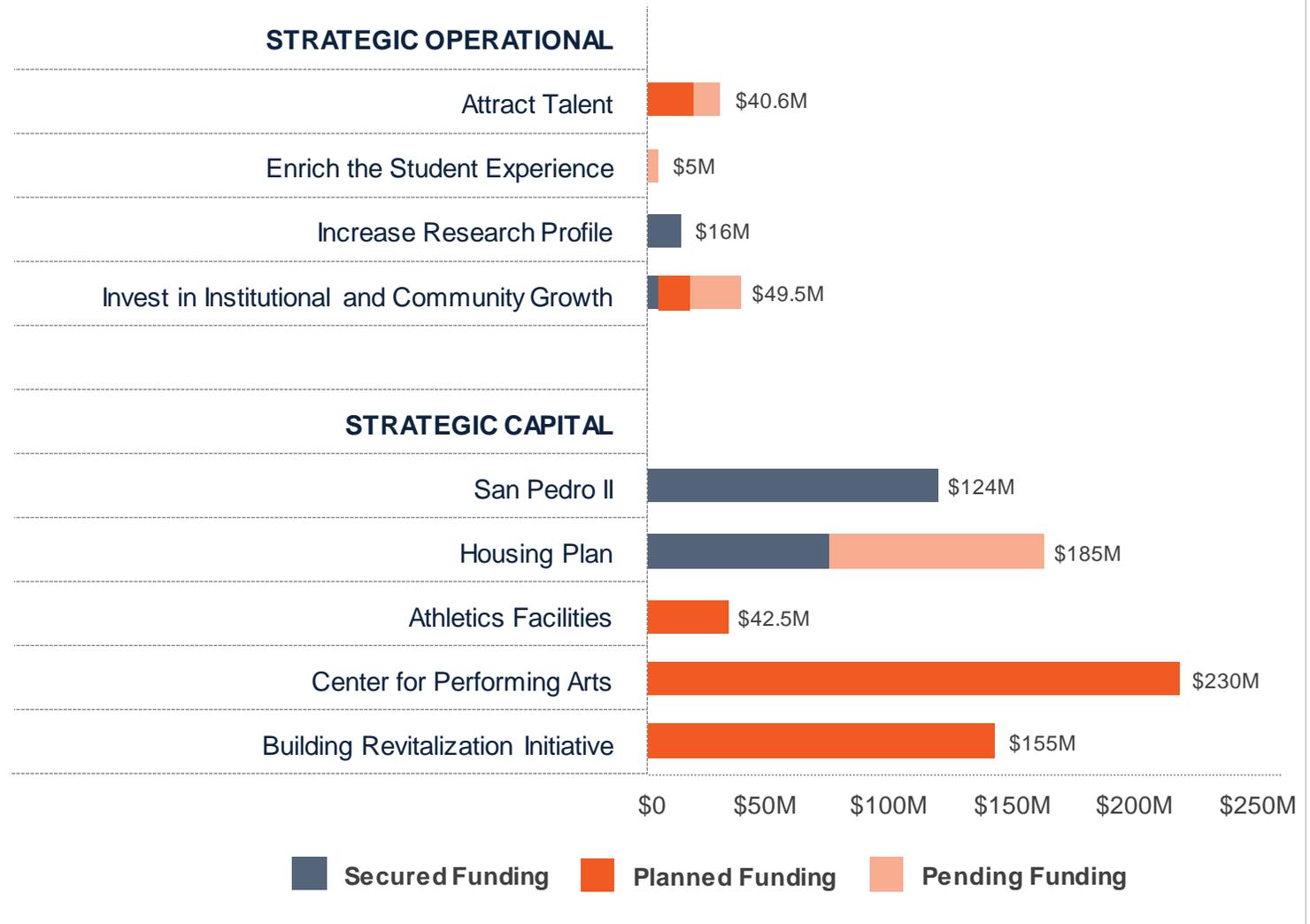
Increase Research Profile

- Regents’ Professors Strategic Faculty Hires
- Federal Research Expenditures Growth
- Ph.D. Production Growth

Invest in Institutional and Community Growth

- Strategic Enrollment Growth
- Online Programs Growth
- Economic Driver
- Workforce Driver
- Be Bold Capital Campaign
- Downtown Expansion

Active Planning Programs (to 2028)



OPERATING ASSUMPTIONS

REVENUE*

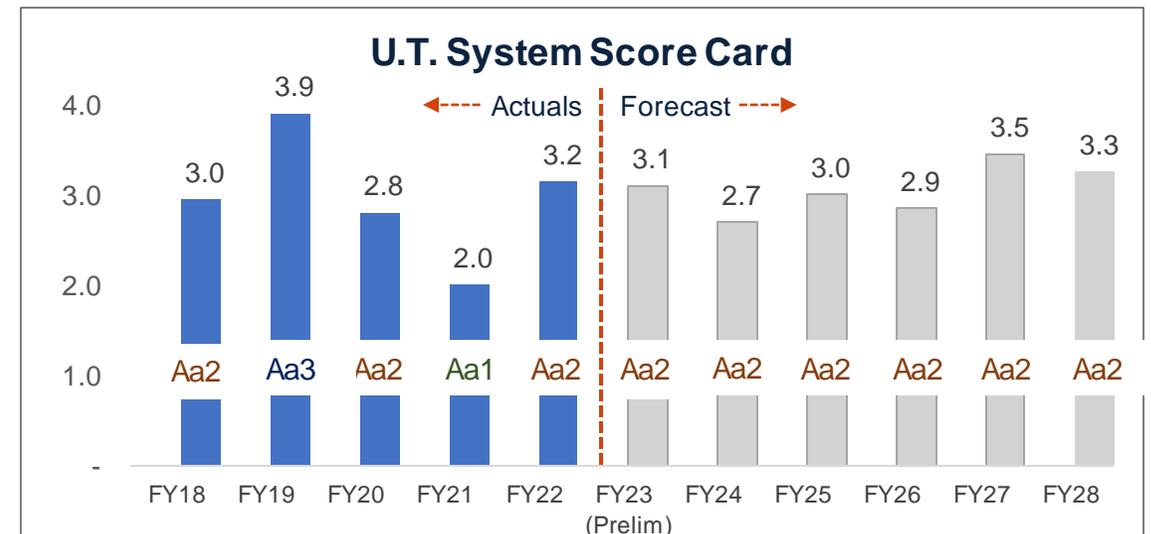
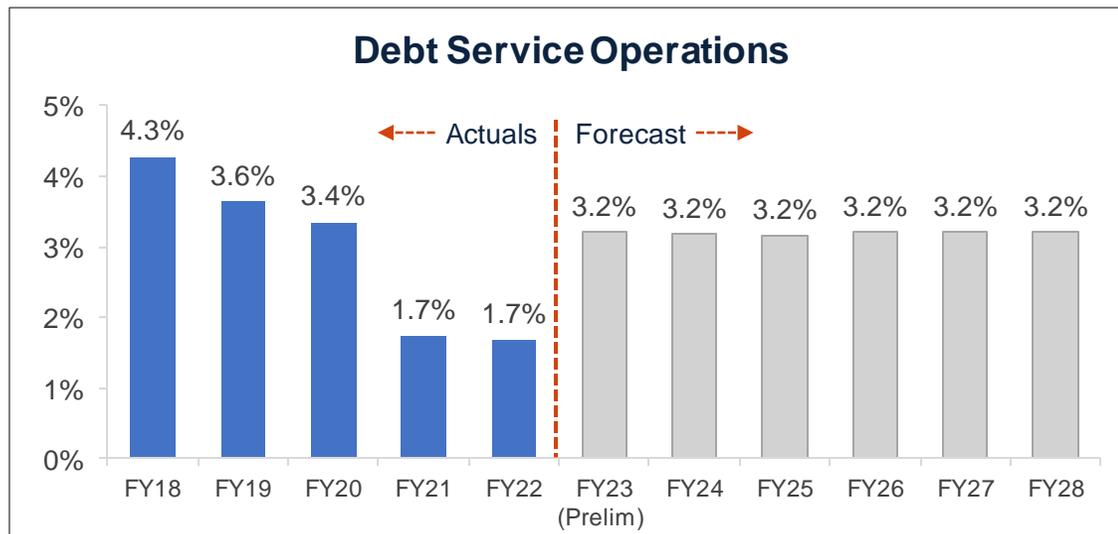
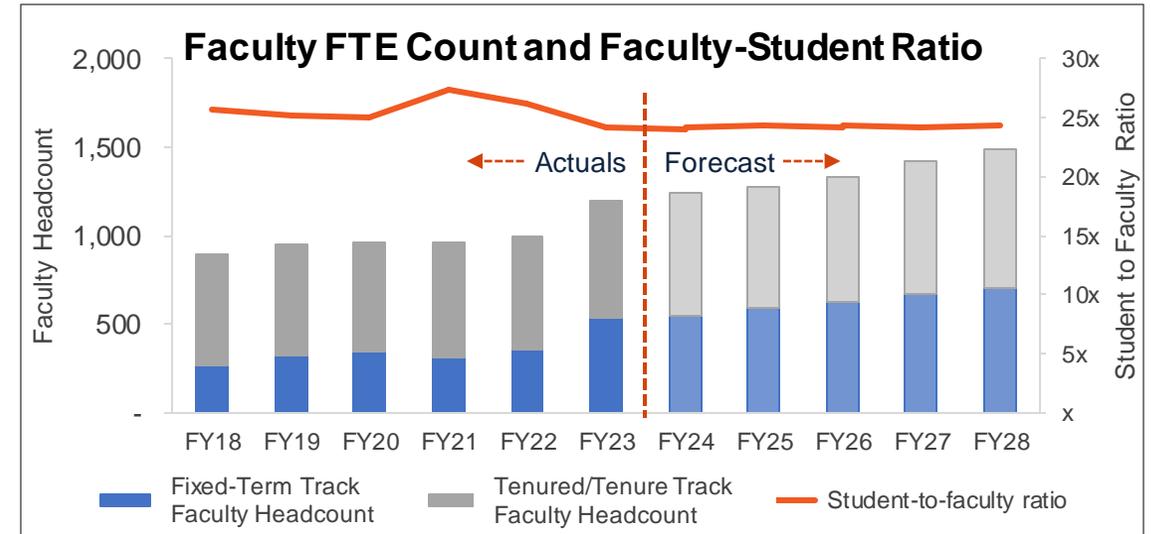
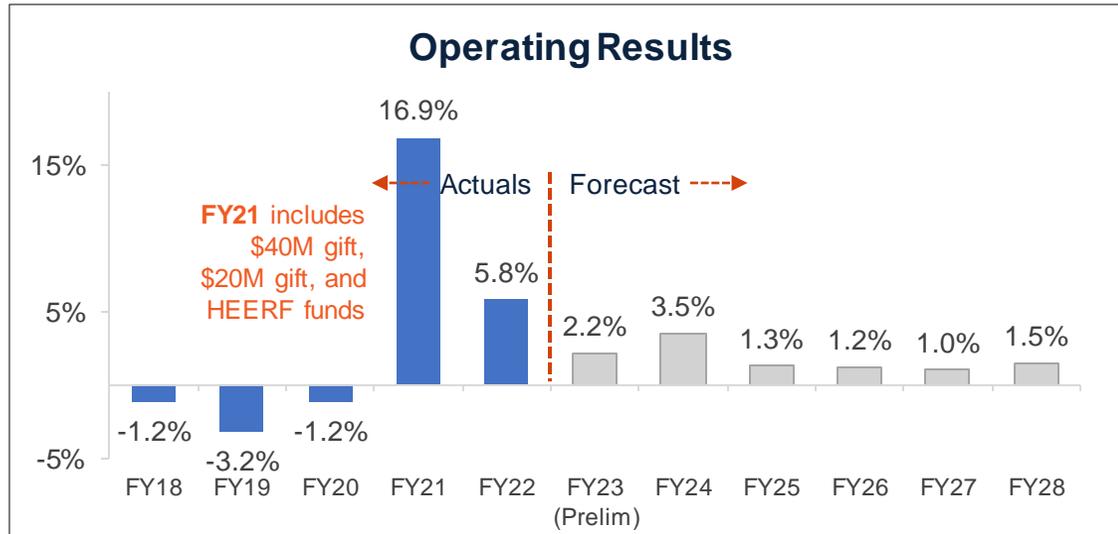
- 41,000 student headcount by 2028
- 200 Ph.D.s awarded annually by 2028
- 3% tuition and fee rate increases beginning FY26
- 5% biennial appropriation growth
- 6% sponsored revenue growth
- 5% gifts for operations growth
- 4% self-supporting auxiliary enterprise growth

EXPENDITURES*

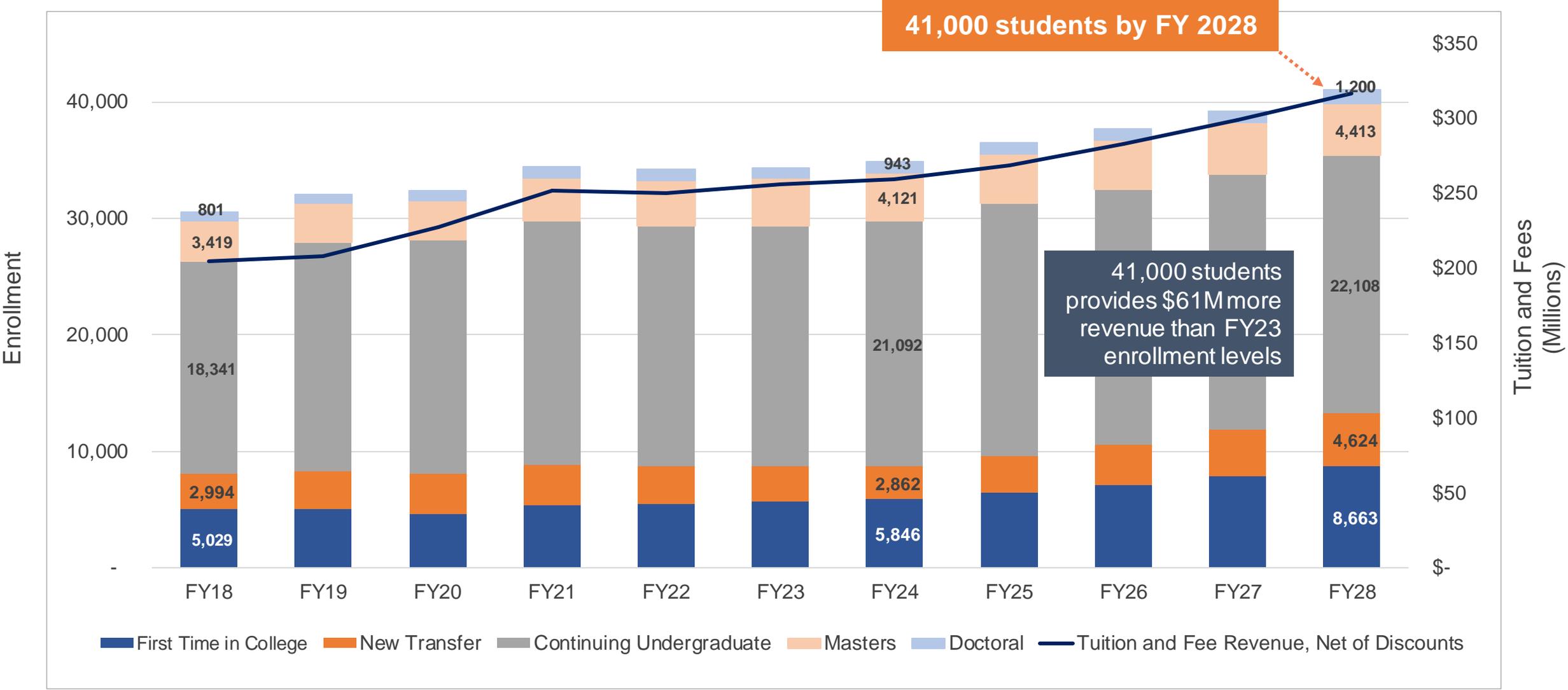
- 3% salary expense growth from institutional compensation strategies
- 1.8% staff headcount growth
- Faculty headcount
 - 40 Regents' Research Excellence Program faculty for FY24/FY25
 - To maintain Faculty to Student ratio
 - 100 tenure/tenure-track by FY28
 - 165 fixed term by FY28
- Other expenses grow at rates commensurate with historical rates from 2% to 8%

**Annual unless indicated*

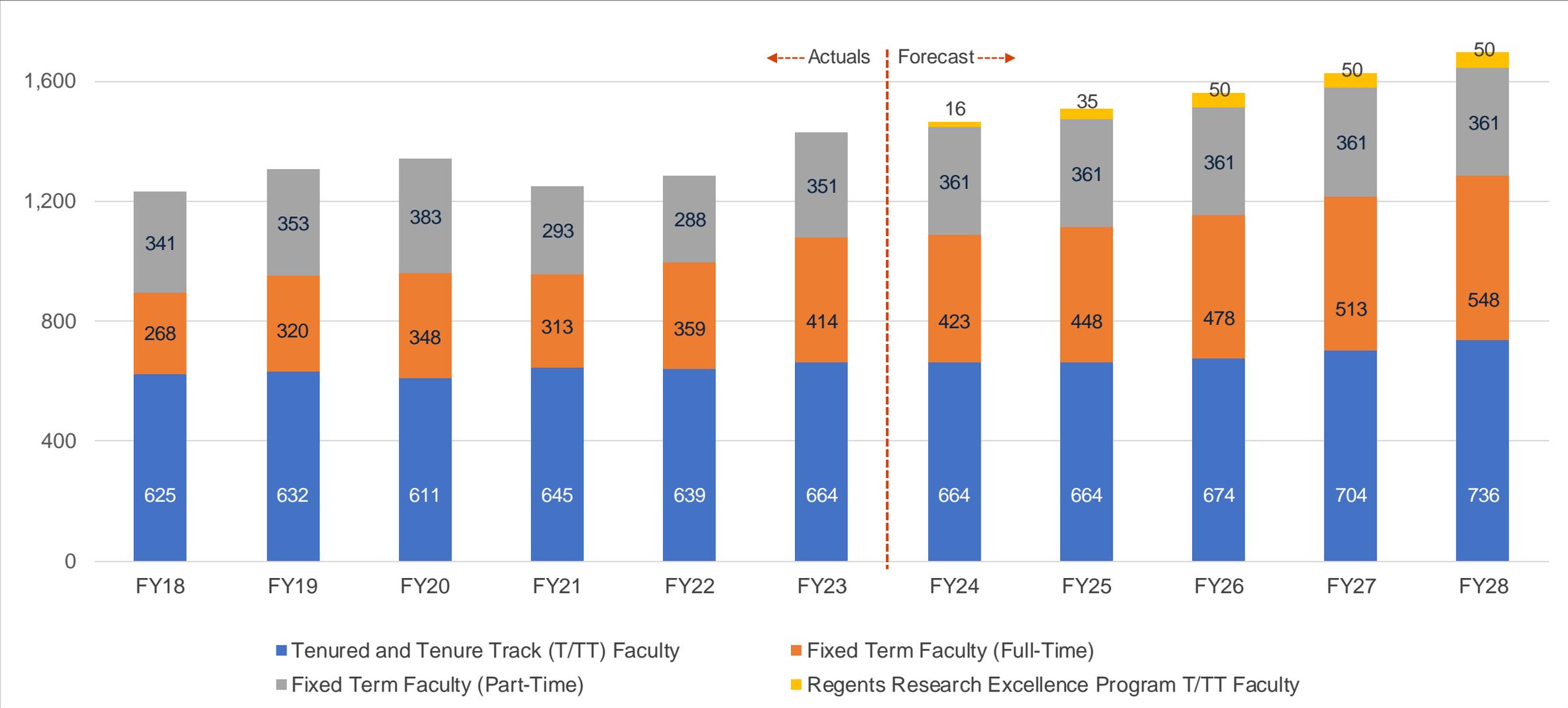
SELECTED OUTPUTS



STRATEGIC ENROLLMENT PLAN

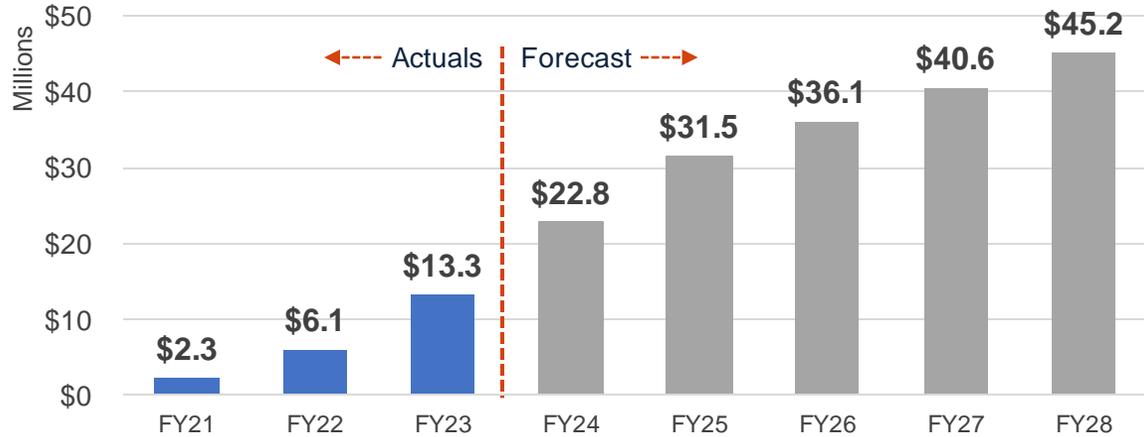


FACULTY HEADCOUNT INCREASE

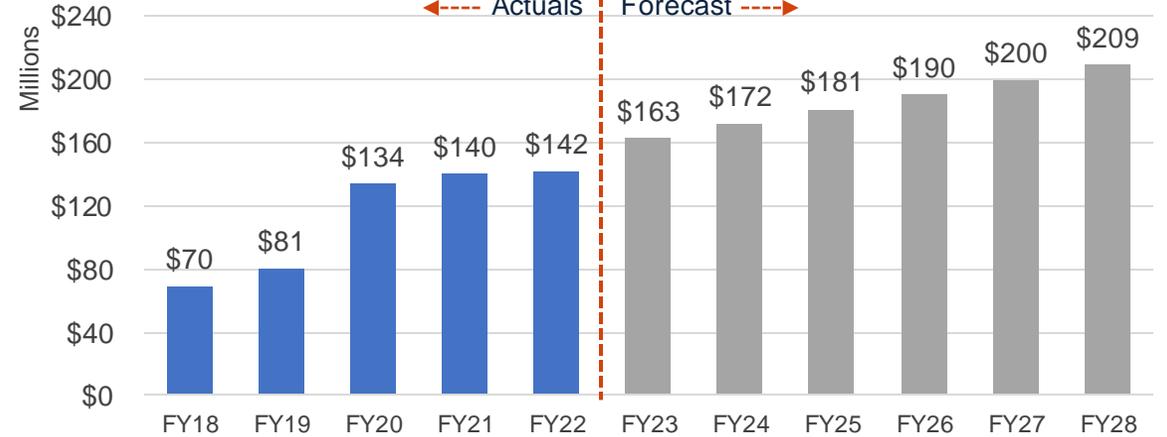


EXPAND RESEARCH OUTPUT

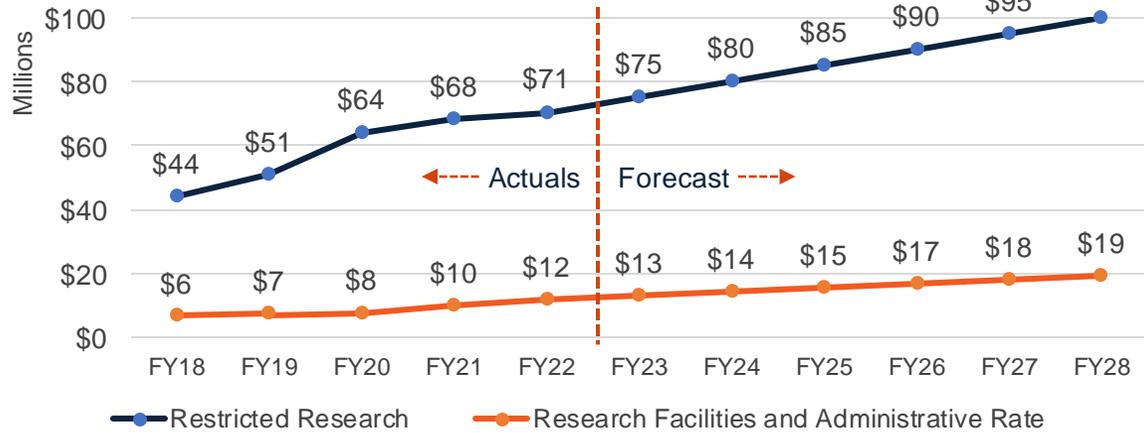
Cumulative Faculty Hiring Investment



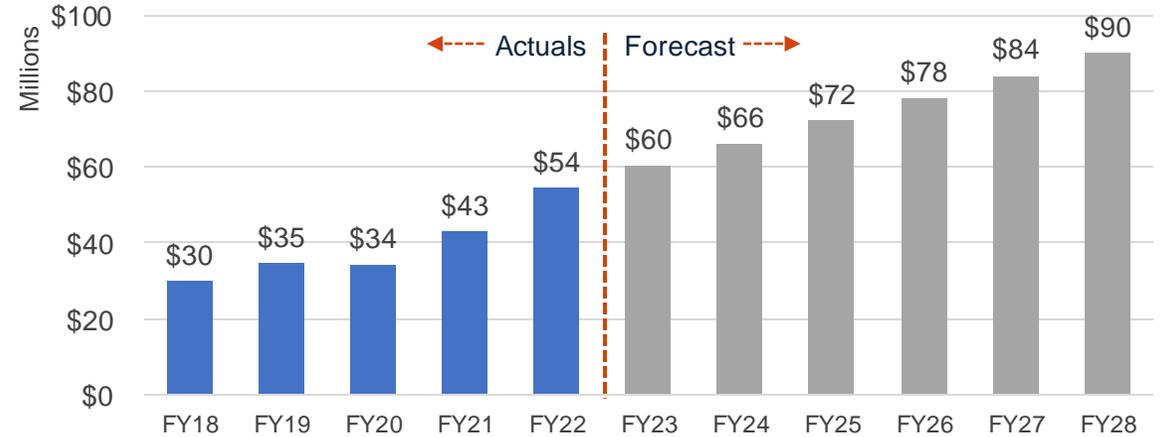
Total Research Expenditures



Restricted Research Expenditures



Federal Research Expenditures



Appendix

10-YEAR STRATEGIC DESTINATIONS

2018-2028

DESTINATIONS DEVELOPED IN 2018

1

A model for
student success

2

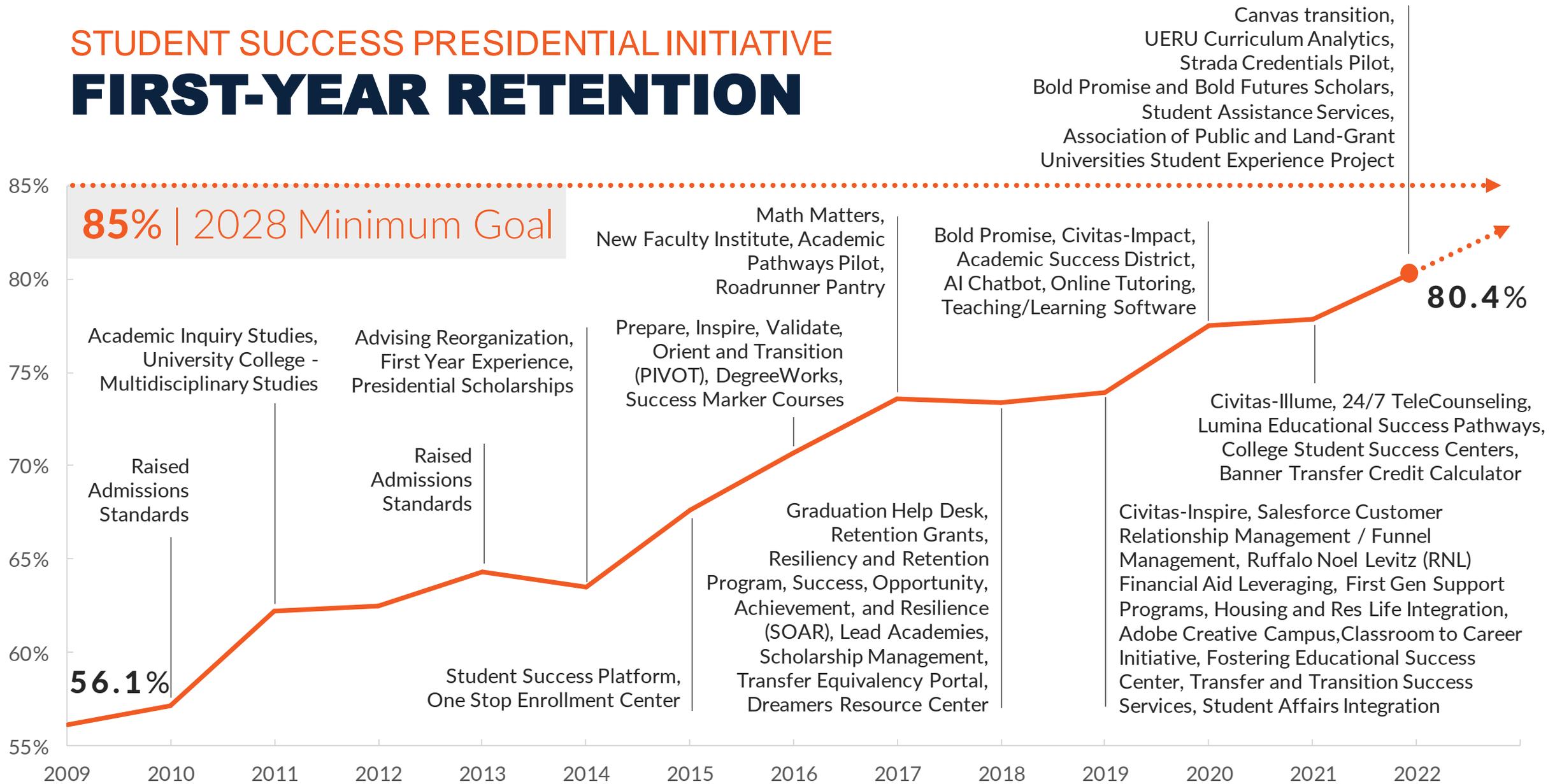
A great public
research university

3

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

STUDENT SUCCESS PRESIDENTIAL INITIATIVE

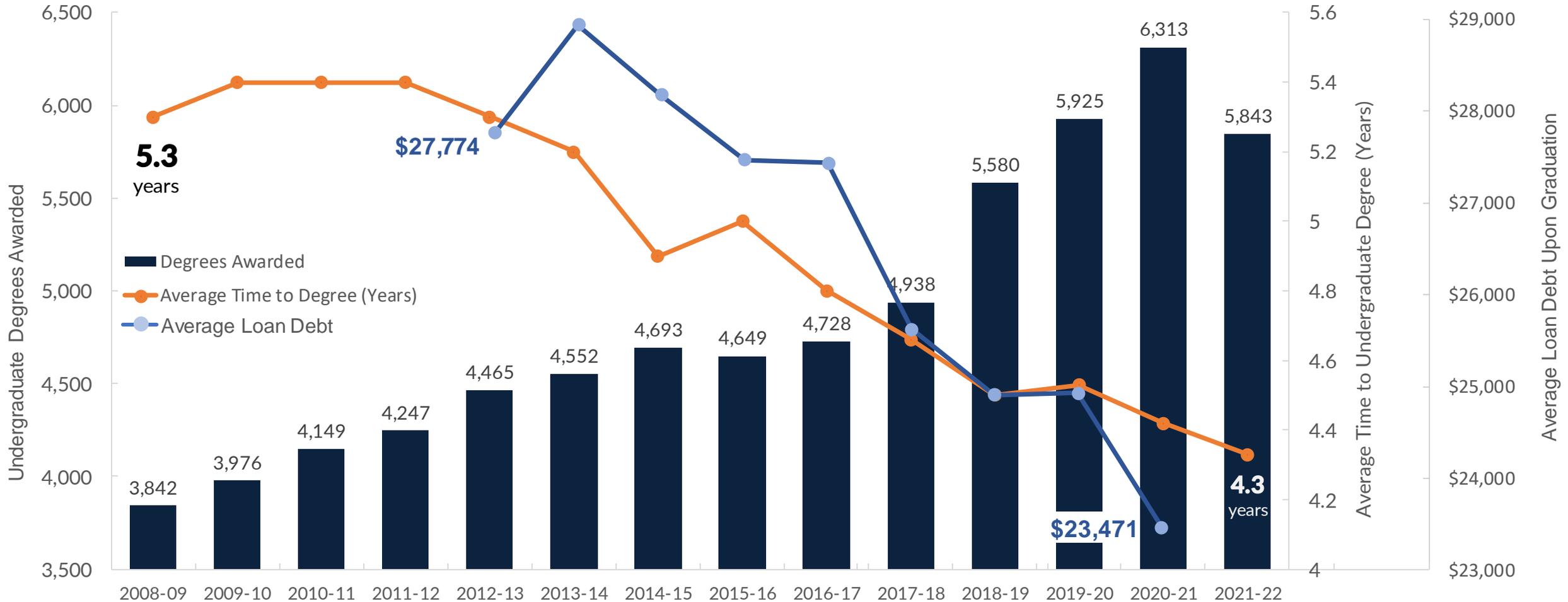
FIRST-YEAR RETENTION



ENROLLMENT MANAGEMENT PRESIDENTIAL INITIATIVE

UNDERGRADUATE DEGREES AWARDED

TIME TO DEGREE and AVERAGE LOAN DEBT



KEY PERFORMANCE INDICATORS (2017-2028)

Destination One: A Model for Student Success

Total Enrollment

2017 Baseline: 30.7K
Current: 34.7K 2028 Target: 41K

First-Year Retention Rate

2017 Baseline: 74%
Current: 80.4% 2028 Target: 85%

4-Year Graduation Rate

2017 Baseline: 15%
Current: 32.2% 2028 Target: 35%

6-Year Graduation Rate

2017 Baseline: 37%
Current: 53.5% 2028 Target: 60%

Freshman in the Top 25% of their Class

2017 Baseline: 55%
Current: 51% 2028 Target: >55%

Students With Experiential Learning

2017 Baseline: n/a
Current: 45% 2028 Target: >75%

Student-to-Faculty Ratio

2017 Baseline: 24:1
Current: 24:1 2028 Target: 20:1

Average (Federal) Student Debt

2017 Baseline: \$24,445
Current: \$20,580 2028 Target: <\$20K

Undergrad Degrees Awarded

2017 Baseline: 4,728
Current: 5,810 2028 Target: 7,081

Master's Degrees Awarded

2017 Baseline: 1,224
Current: 1,445 2028 Target: 1,463

Ph.D. Degrees Awarded

2017 Baseline: 112
Current: 140 2028 Target: 200

Destination Two: A Great Public Research University

Faculty in National Academies

2017 Baseline: 5
Current: 11
2028 Target: 15

Faculty Prestigious Awards

2017 Baseline: 3
Current: 7
2028 Target: 25

Federal Research Expenditures

2017 Baseline: \$29.9M
Current: \$54.3M
2028 Target: \$85M

Total Research Expenditures

2017 Baseline: \$70.2M
Current: \$145M
2028 Target: \$209M

New Endowed Chairs, Professorships, and Fellowships

2017 Baseline: 75 Current: 78
2028 Target: 300

Destination Three: An Innovative Place to Work, Learn and Discover

Annual Budget

2017 Baseline: \$515.9M
Current: \$722M 2028 Target: \$1.0B

Endowment

2017 Baseline: \$134M
Current: \$264M 2028 Target: \$400M

Overall Giving

Current: \$54M 2028 Target: \$92M

Cash Received

Current: \$35M 2028 Target: \$92M

Cumulative New Construction

Current: \$307M Target: \$528M

Strategic Partnerships

Current: 45 Target: +5/year

Moody's Scorecard

Current: AA2 2028 Target: AAA

Administrative Cost Ratio

2017 Baseline: 8.3%
Current: 7.4% 2028 Target: <8.0%

PLANNED TRAJECTORY



PRESIDENTIAL INITIATIVE

INCENTIVIZED RESOURCE MANAGEMENT

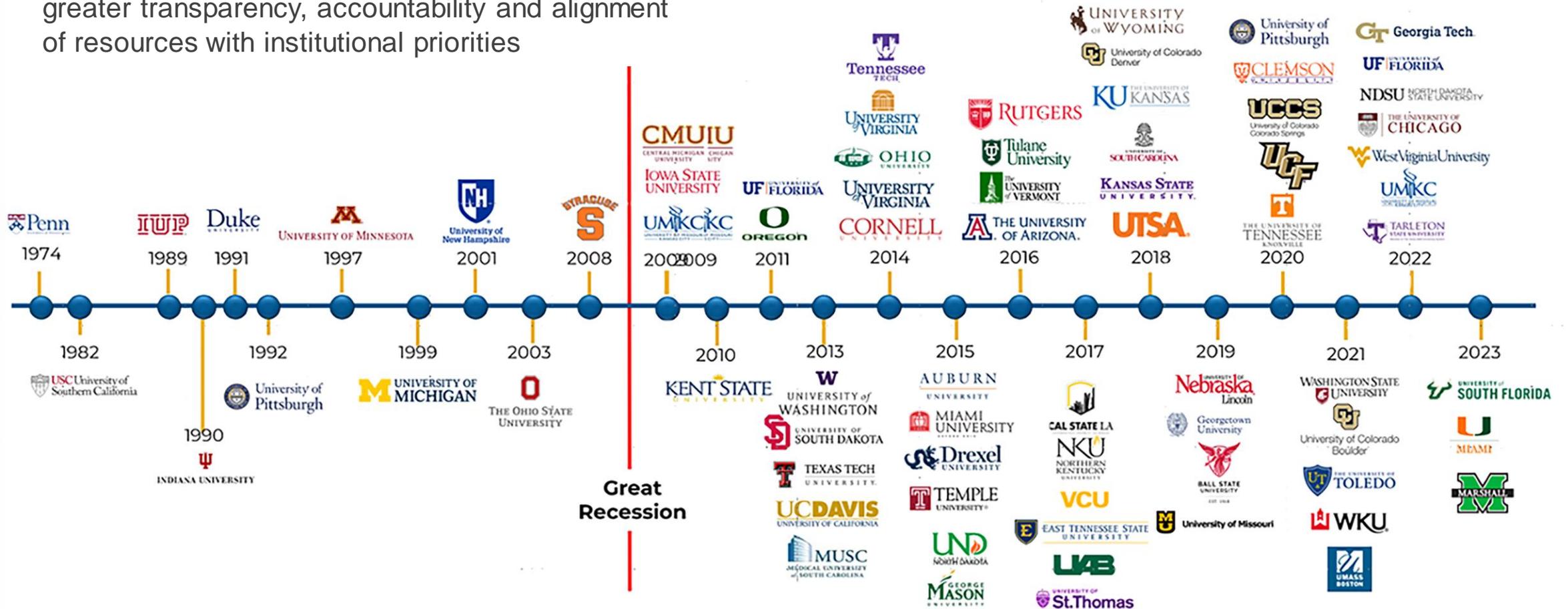
- Incentivized Resource Management
- Resource allocation budget model
- Incentivizes “activity”/revenue growth
- Aligns resources with institutional priorities
- Greater decision-making authority within revenue units



INCENTIVIZED RESOURCE MANAGEMENT PRESIDENTIAL INITIATIVE

BUDGET REDESIGN | COMPARATIVE TIMING

UTSA's budget redesign began in 2018, resulting in greater transparency, accountability and alignment of resources with institutional priorities



CAMPUS MASTER PLAN DOWNTOWN GROWTH

PRESIDENTIAL INITIATIVE

San Pedro I and II will connect across San Pedro Culture Park, creating a space that supports the campus and local communities.

- **Sustainable**
 - San Pedro I is UTSA's first LEED Gold-certified building
- **Placemaking**
 - Revitalize the historic area
 - Connect students with local industry



CAMPUS CLIMATE SURVEY

PRESIDENTIAL INITIATIVE

The Campus Climate initiative began with a faculty and staff Campus Climate Survey in fall 2020 and continues through campus conversations, action plans and communication from leaders.

- **Action Plan Themes**

- Communication
- Feedback
- Transparency
- Recognition
- Professional development
- Compensation



COVID RESPONSE TACTICAL TEAMS

PRESIDENTIAL INITIATIVE

COVID Response

Separate from the **Public Health Task Force**, five tactical teams explored how best to prepare UTSA to come out of the pandemic best prepared for the future.

TACTICAL TEAMS

1

Undergraduate and Masters Education Recovery Team

2

Advancing Belonging and The “Out of Classroom” Experience in the Digital Era

3

Enabling Clear Pathways to Degree Completion Tactical Team

4

Increasing Inclusive Access to Higher Education in our Communities

5

Research Excellence and Doctoral Education Recovery Team

IDEATION FOR THE FUTURE

PRESIDENTIAL INITIATIVE

Main Efforts

- Five meetings (Summer '23)
- 65 attendees
- 10 presentations/panels
- Inform leadership/institution
- Strengths, weaknesses, opportunities and threats (SWOT) analysis

Outputs

- Augment refreshed strategic plan
- Augment five-year financial plan
- Inform strategic communications plan



UTSA's S.W.O.T. ANALYSIS

STRENGTHS

1. Positive Trajectory
2. Diversity and Culture
3. Location
4. Human Capital
5. ROI (Social / Econ Mobility)
6. Student Success
7. Real Estate (Downtown)
8. Collaborative and Bold
9. Community Engaged
10. Career-Engaged Learning
11. Data-Driven Decisions
12. Athletics

WEAKNESSES

1. Staffing Levels, Salaries, Retention
2. Relative Resource Availability
3. Research Culture and Infrastructure
4. Unrealized National Brand
5. Overreliance on Undergraduate Enrollment
6. Change Management and Silos
7. Process Improvement
8. Deferred Maintenance
9. Young Alumni Donor Base
10. "Campusness"
11. Young Research Culture
12. Online Programs (young, but growing)

OPPORTUNITIES

1. Enrollment Growth (UG and Grad)
2. Research Expansion
3. Geographic Opportunities
4. Strategic Partnerships (e.g., UT Health San Antonio)
5. Optimization and Growth Real Estate (Downtown)
6. Responsiveness to the Marketplace / Distinctiveness
7. P3
8. The Leader in Lifelong and Career Engage Learning
9. Athletics
10. Proximity to the Americas
11. International Engagement
12. Artificial Intelligence

THREATS

1. Competition
2. Political Landscape
3. Demographic cliff drives competition for students
4. Revenue diversification beyond UG enrollment
5. State Funding
6. Perception of Higher Ed
7. Economic Uncertainty and Inflation
8. Labor Market
9. Wellbeing
10. Disruptive Technologies
11. "Remoteness" / Post-Pandemic Disruption

10-YEAR STRATEGIC DESTINATIONS 2018-2028

1

A model for
student success

2

A great public
research university

DESTINATION ADJUSTED IN 2023
STRATEGIC PLAN REFRESH

3

An innovative place to
work, learn and discover