Over the last three years, President Taylor Eighmy has worked with the UTSA campus community to make great strides toward reaching the goals set forth in the university’s strategic plan, launched in 2018.

Following is an overview of UTSA’s strategic planning implementation over the last year, and a look ahead to initiatives planned for 2020-21. UTSA continues to use an organic approach to strategic planning, and future efforts outlined in this document may change as needs or opportunities arise. This plan will continue to evolve over time and will be updated annually.
DESTINATIONS

In the fall of 2018, UTSA’s strategic planning framework evolved to sharpen the focus on what kind of institution the university will become in the decade ahead. Based on input from internal and external stakeholders, as well as the UT System Board of Regents, UTSA has three overarching destinations that point us to the future.

UTSA will be A MODEL FOR STUDENT SUCCESS

UTSA puts students first by cultivating an environment focused on their success. As a next generation Hispanic-thriving, multicultural institution where students from all backgrounds can excel, UTSA serves as a prosperity engine graduating the world-engaged civic leaders of tomorrow. UTSA will continue the dramatic momentum of the last decade to retain and graduate more students and will emphasize experiential learning and classroom-to-career educational opportunities.

UTSA will be A GREAT RESEARCH UNIVERSITY

UTSA is an urban-serving university focused on driving San Antonio’s knowledge economy, living out the notion that great universities need great cities and great cities need great universities. UTSA is on the fast track to becoming a nationally-recognized research university, well on its way to attaining National Research University Fund (NRUF) eligibility and aiming for an R1 designation by the Carnegie Commission. These designations will position UTSA to eventually align with members of the prestigious Association of American Universities.

UTSA will be AN EXEMPLAR FOR STRATEGIC GROWTH AND INNOVATIVE EXCELLENCE

UTSA will realize its full potential as a university by growing enrollment and infrastructure while focusing on innovation and continuous improvement. UTSA actively cultivates the excellence of its people and places an emphasis on increasing the diversity of its leadership and faculty in order to reflect the community it serves.
To help benchmark UTSA’s progress, UTSA identified ten institutions to serve as peer models of excellence\(^1\). Selected for their aspirational qualities, UTSA is emulating their strategies and best practices throughout the strategic planning process.

These peers were specifically chosen due to their Carnegie R1 status (ASU, FIU, GMU, UCI, UCR, UCSC, UCF), AAU status (UCI), focus on enrollment growth (ASU, FIU, UCF), research growth (ASU, UCI, UCR, UCSC, GMU), student success (GSU, UMBC), faculty excellence (UCI, UCR, UCSC), and urban serving roles (all). As necessary, these peers will change as UTSA evolves.

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\(^1\) [http://www.utsa.edu/strategicplan/Peer-Models/index.html](http://www.utsa.edu/strategicplan/Peer-Models/index.html)
STRATEGIC PLANNING GOVERNANCE

The focus of UTSA’s 2019-20 strategic planning efforts revolved around the advancement of several initiatives to move the university toward its stated destinations on a strong foundation of core processes related to strategic enrollment, budget management and student success.

This coming year will concentrate on the continued assessment and execution of ongoing initiatives while simultaneously launching a series of new tactical teams to facilitate UTSA’s navigation of the pandemic, reopen our campus this fall, and prepare for this unusual academic year and beyond.

UTSA’s strategic management efforts are overseen by the university’s Resource Management Team:

- **Taylor Eighmy**, President
- **Bernard Arulanandam**, Vice President for Research, Economic Development and Knowledge Enterprise
- **Kimberly Andrews Espy**, Provost and Senior Vice President for Academic Affairs
- **Carlos Martinez**, Chief of Staff
- **Rod McSherry**, Interim Vice President for University Relations
- **Veronica Mendez**, Chief Financial Officer and Senior Vice President for Business Affairs
- **Karl Miller-Lugo**, Vice President for Development and Alumni Relations
KEY PERFORMANCE INDICATORS

A set of institutional Key Performance Indicators (KPIs) pinpoint UTSA’s goals and facilitate progress assessment. Institutional KPIs listed below identify targets and progress. This data can be found on UTSA’s Institutional Targets page\(^2\) within the strategic planning website.

In addition, UTSA’s Institutional Dashboard\(^3\) connects institutional data to UT System metrics, acting as an evaluation tool for presidential and institutional performance.

During the 2020-21 academic year, all administrative and academic units at UTSA will continue the work to develop localized strategic plans that connect directly to the university’s strategic plan and relevant institutional KPIs. The development of these unit-specific plans is facilitated via the Incentivized Resource Management\(^4\) governance process, structured according to whether it serves as a Revenue Unit (colleges and auxiliaries) or Support Unit (academic and administrative).

<table>
<thead>
<tr>
<th>Destination</th>
<th>Key Measures</th>
<th>2021</th>
<th>2023</th>
<th>2028</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Progress</td>
<td>Target</td>
<td>Progress</td>
</tr>
<tr>
<td>Student Success</td>
<td>Enrollment</td>
<td>35,445</td>
<td>98.0%</td>
<td>37,330</td>
</tr>
<tr>
<td></td>
<td>First-year Retention Rate</td>
<td>79.0</td>
<td>98.1%</td>
<td>81.0</td>
</tr>
<tr>
<td></td>
<td>Four-year Graduation Rate</td>
<td>33.0</td>
<td>97.9%</td>
<td>34.0</td>
</tr>
<tr>
<td></td>
<td>Six-year Graduation Rate</td>
<td>47.3</td>
<td>97.9%</td>
<td>49.3</td>
</tr>
<tr>
<td>Research</td>
<td>Total Research</td>
<td>$137M</td>
<td>97.8%</td>
<td>$150M</td>
</tr>
<tr>
<td>Excellence</td>
<td>Total Endowment</td>
<td>$211M</td>
<td>85.8%</td>
<td>$271M</td>
</tr>
<tr>
<td></td>
<td>Administrative Cost Ratio</td>
<td>&lt;8%</td>
<td>100%</td>
<td>&lt;8%</td>
</tr>
</tbody>
</table>

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\(^2\) [https://www.utsa.edu/strategicplan/planning-and-implementation/kpi.html](https://www.utsa.edu/strategicplan/planning-and-implementation/kpi.html)

\(^3\) [http://www.utsa.edu/strategicplan/Planning-and-Implementation/dashboard.html](http://www.utsa.edu/strategicplan/Planning-and-Implementation/dashboard.html)

\(^4\) [http://www.utsa.edu/irm](http://www.utsa.edu/irm)
# STUDENT SUCCESS

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>RETENTION &amp; GRADUATION RATES</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First-year Retention Rate</td>
<td>73.5</td>
<td>77.5</td>
<td>4.0</td>
<td>5.4</td>
<td>▲</td>
<td>79.0</td>
<td>81.0</td>
<td>85.0</td>
<td></td>
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<tr>
<td>Four-year Graduation Rate</td>
<td>28.7</td>
<td>32.3</td>
<td>3.6</td>
<td>12.5</td>
<td>▲</td>
<td>33.0</td>
<td>34.0</td>
<td>35.0</td>
<td></td>
</tr>
<tr>
<td>Six-year Graduation Rate</td>
<td>42.2</td>
<td>46.3</td>
<td>4.1</td>
<td>9.7</td>
<td>▲</td>
<td>47.3</td>
<td>49.3</td>
<td>60.0</td>
<td></td>
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<tr>
<td>Four-year Graduation Rate for Transfer</td>
<td>66.0</td>
<td>65.4</td>
<td>-0.6</td>
<td>-0.9</td>
<td>▼</td>
<td>66.1</td>
<td>68.3</td>
<td>73.0</td>
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<tr>
<td><strong>DEGREES AWARDED</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Degrees</td>
<td>7,047</td>
<td>7,415</td>
<td>368</td>
<td>5.2</td>
<td>▲</td>
<td>7,560</td>
<td>7,960</td>
<td>8,590</td>
<td></td>
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<tr>
<td>Undergraduate</td>
<td>5,580</td>
<td>5,924</td>
<td>344</td>
<td>6.2</td>
<td>▲</td>
<td>6,040</td>
<td>6,410</td>
<td>6,940</td>
<td></td>
</tr>
<tr>
<td>Masters</td>
<td>1,351</td>
<td>1,338</td>
<td>-13</td>
<td>-1.0</td>
<td>▼</td>
<td>1,365</td>
<td>1,390</td>
<td>1,450</td>
<td></td>
</tr>
<tr>
<td>Doctoral</td>
<td>116</td>
<td>153</td>
<td>37</td>
<td>31.9</td>
<td>▲</td>
<td>155</td>
<td>160</td>
<td>200</td>
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# RESEARCH

<table>
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<tr>
<td><strong>RESEARCH EXPENDITURES</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total Expenditures</td>
<td>$81M</td>
<td>$134M</td>
<td>$53M</td>
<td>65.4</td>
<td>▲</td>
<td>$137M</td>
<td>$150M</td>
<td>$300M</td>
<td></td>
</tr>
<tr>
<td>Restricted Expenditures</td>
<td>$51M</td>
<td>$64M</td>
<td>$13M</td>
<td>25.5</td>
<td>▲</td>
<td>$67M</td>
<td>$75M</td>
<td>$145M</td>
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<tr>
<td><strong>FACULTY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tenured/Tenure Track*</td>
<td>628</td>
<td>663</td>
<td>35</td>
<td>5.6</td>
<td>▲</td>
<td>687</td>
<td>759</td>
<td>983</td>
<td></td>
</tr>
<tr>
<td>Number Under-represented</td>
<td>123</td>
<td>135</td>
<td>12</td>
<td>9.8</td>
<td>▲</td>
<td>141</td>
<td>159</td>
<td>295</td>
<td></td>
</tr>
<tr>
<td>Percent Under-represented</td>
<td>19.6</td>
<td>20.4</td>
<td>0.8</td>
<td>4.0</td>
<td>▲</td>
<td>20.5</td>
<td>21.0</td>
<td>30.0</td>
<td></td>
</tr>
<tr>
<td>Number Female</td>
<td>218</td>
<td>236</td>
<td>18</td>
<td>8.3</td>
<td>▲</td>
<td>258</td>
<td>311</td>
<td>490</td>
<td></td>
</tr>
<tr>
<td>Percent Female</td>
<td>34.7</td>
<td>35.6</td>
<td>0.9</td>
<td>2.5</td>
<td>▲</td>
<td>37.6</td>
<td>41.0</td>
<td>49.6</td>
<td></td>
</tr>
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# STRATEGIC GROWTH AND INNOVATIVE EXCELLENCE

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>ENROLLMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>32,594</td>
<td>34,742</td>
<td>2,148</td>
<td>6.6</td>
<td>▲</td>
<td>35,445</td>
<td>37,330</td>
<td>45,000</td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>27,932</td>
<td>29,559</td>
<td>1,627</td>
<td>5.8</td>
<td>▲</td>
<td>30,150</td>
<td>31,830</td>
<td>38,370</td>
<td></td>
</tr>
<tr>
<td>Masters</td>
<td>3,300</td>
<td>3,760</td>
<td>460</td>
<td>13.9</td>
<td>▲</td>
<td>3,835</td>
<td>3,990</td>
<td>4,810</td>
<td></td>
</tr>
<tr>
<td>Doctoral</td>
<td>905</td>
<td>899</td>
<td>-6</td>
<td>-0.7</td>
<td>▼</td>
<td>925</td>
<td>954</td>
<td>1,150</td>
<td></td>
</tr>
<tr>
<td>Post-Baccalaureate</td>
<td>457</td>
<td>524</td>
<td>67</td>
<td>14.7</td>
<td>▲</td>
<td>535</td>
<td>556</td>
<td>670</td>
<td></td>
</tr>
<tr>
<td>First-Time Undergraduate</td>
<td>4,590</td>
<td>5,326</td>
<td>736</td>
<td>16.0</td>
<td>▲</td>
<td>5,435</td>
<td>5,440</td>
<td>5,875</td>
<td></td>
</tr>
<tr>
<td><strong>EFFICIENCY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Cost Ratio</td>
<td>8.74</td>
<td>7.87</td>
<td>-0.9</td>
<td>-10.0</td>
<td>▼</td>
<td>&lt;8.0%</td>
<td>&lt;8.0%</td>
<td>&lt;8.0%</td>
<td></td>
</tr>
<tr>
<td><strong>ENDOWMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$172M</td>
<td>$181M</td>
<td>$9M</td>
<td>5.2</td>
<td>▲</td>
<td>$211M</td>
<td>$271M</td>
<td>$400M</td>
<td></td>
</tr>
<tr>
<td>Overall Giving</td>
<td>$34M</td>
<td>$44M</td>
<td>$10M</td>
<td>30.4</td>
<td>▲</td>
<td>$50M</td>
<td>$55M</td>
<td>$92M</td>
<td></td>
</tr>
<tr>
<td>Cash Received</td>
<td>$25M</td>
<td>$30M</td>
<td>$4M</td>
<td>17.3</td>
<td>▲</td>
<td>$32M</td>
<td>$35M</td>
<td>$59M</td>
<td></td>
</tr>
</tbody>
</table>
UTSA’s active strategic initiatives are listed on the following pages. Many align with multiple destinations, but are categorized according to their primary destination. All initiatives are tied to particular KPIs, and are planned, launched and executed to help UTSA meet its KPI targets.

This plan will continue to evolve each year as additional initiatives are developed and launched to address specific KPIs. These will be made available on UTSA’s strategic planning website. Strategic initiatives that have moved into operational or implementation mode are listed on the past initiatives web page. Three of note include:

- **Implementation of the Strategic Enrollment Plan**
  This strategy has been in use for three admissions cycles, with intentional increases in enrollment being realized in the Fall of 2018 (4%), the Fall of 2019 (1%) and the Fall of 2020 (7%)

- **Implementation of the Incentivized Resource Management Plan**
  The base year of this hybrid responsibility centered management system went live on September 1, 2019.

- **Implementation of the Campus Master Plan**: UTSA’s Campus Master Plan was approved by the Board of Regents in November 2019. It serves as a roadmap to guide UTSA’s physical growth over the next decade, aligning closely with the university’s academic mission and strategic priorities. Using an integrated approach, the plan outlines capital improvement strategies to develop areas of the Main, Downtown and Hemisfair campuses to provide space for new and expanded programs while maximizing resources. The following projects were bundled under this effort:
  - Cattleman’s Square
  - Roadrunner Village
  - Tricentennial Research Park
  - Honors Residential College
  - Parking and Transportation

5 [https://www.utsa.edu/strategicplan/initiatives/upcoming-past/Upcoming-Initiatives](https://www.utsa.edu/strategicplan/initiatives/upcoming-past/Upcoming-Initiatives)
6 [https://www.utsa.edu/strategicplan/initiatives/upcoming-past/Past-Initiatives](https://www.utsa.edu/strategicplan/initiatives/upcoming-past/Past-Initiatives)
A MODEL FOR STUDENT SUCCESS

KEY PERFORMANCE INDICATORS

- Student/Faculty Ratio
- First Year Retention
- Average Student Debt
- Freshmen in Top 25% of Class
- 4-Year Graduation Rate
- 6-Year Graduation Rate
- Undergrad Degrees Awarded
- Students with Experiential Learning

Roadrunner Athletics Center of Excellence
Main Campus
Launched August 2018

Classroom to Career
Launched September 2018

Honors Residential College
Main Campus
Launched October 2018

Inclusive Excellence
Launched February 2019

Preventing Sexual Assault & Misconduct
Launched February 2019

Respectful Discourse
Launched May 2019

San Antonio Workforce
Launched June 2019

Enriching Campus Wellbeing
Launched February 2020

Equity Advocacy
Launched September 2020

Academic Success District
Launched September 2020

Student Success 2.0
Launching in 2020-21
A GREAT RESEARCH UNIVERSITY

KEY PERFORMANCE INDICATORS

- Restricted Research Expenditures
- Total Research Expenditures
- MS Degrees Awarded
- PhDs Awarded
- External Review of Faculty in PhD Programs
- New Endowed Chairs and Professorships
- Total Tenured and Tenure Track Faculty
- Faculty Prestigious Awards
- Faculty in National Academies
- Strategic Partnerships

National Security Collaboration Center
_Downtown Campus_
Launched April 2018

Research Excellence (R1/NRUF)
Launched August 2018

School of Data Science
_Downtown Campus_
Launched September 2018

Strategic Faculty Hiring
Launched January 2019

Cybersecurity Manufacturing Innovation Institute
_Downtown Campus_
Launched February 2019

Graduate Student Success for Faculty Excellence
Launched November 2019

Tactical Team Transition to Strategic Planning
Launched March 2020

Integrated Design
Launched April 2020

Page | 9
STRATEGIC GROWTH AND INNOVATIVE EXCELLENCE

KEY PERFORMANCE INDICATORS

- Endowment
- Annual Giving
- Total Enrollment
- Cumulative New Construction
- Annual Budget
- Bond Rating
- Administrative Cost

Guadalupe Hall
Main Campus
Launched October 2018

Expanding Business Education and Career Engagement to the Downtown Campus
Downtown Campus
Launched March 2019

Institute of Texan Cultures
Hemisfair Campus
Launched April 2019

Capital Campaign
Launched September 2019

Westside Community Partnerships
Launched September 2019

Fiscal Strategies: Revenue Diversification
Launching in 2020-21

Create and Foster a Flexible Workforce
Launching in 2020-21

Web Infrastructure Project
Launching in 2020-21

Brand Development – Creating Bold Futures
Launching in 2020-21