During the second year of his presidency in 2018-19, President Taylor Eighmy built on strategic planning efforts launched the prior year. The university made great strides toward reaching its goals for new levels of excellence within the next decade.

Following is an overview of UTSA’s strategic planning implementation over the last year, and a look ahead to initiatives planned for 2019-20. 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.
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. 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.

1 http://www.utsa.edu/strategicplan/Peer-Models/index.html
CONVERSATIONS & ENGAGEMENT

Campus Conversation 2.0 session took place throughout the 2018-19 academic year, building on the Campus Conversation 1.0 sessions from the prior year. During these dialogue sessions with administrative units and governing bodies across the institution, President Eighmy (sometimes joined by Provost Kimberly Andrews Espy) engaged the UTSA community in strategic planning discussions to develop a common understanding of institutional priorities and the vision for UTSA’s future.

For 2019-20, Senior Vice President for Academic Affairs and Provost Kimberly Espy and Senior Vice President for Business Affairs Veronica Mendez are conducting a series of Campus Conversation 3.0 sessions as the university moves into a more execution-focused period of its strategic plan.
STRATEGIC PLANNING GOVERNANCE

The focus of UTSA’s 2018-19 strategic planning efforts revolved around the launch of fundamental 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 assessment and execution of ongoing initiatives—in addition to the launch of new initiatives—within the context of a new strategic plan governance process. This process, which will enhance UTSA’s project management approach to strategic initiatives, will be managed by UTSA’s new Division of University Planning under Can Saygin, Senior Vice Provost for University Planning, with oversight from UTSA’s Resource Management Team:

- Taylor Eighmy, President
- Mary Diaz, Chief of Staff
- Kimberly Andrews Espy, Provost and Senior Vice President for Academic Affairs
- Veronica Mendez, Senior Vice President for Business Affairs
- Bernard Arulanandam, Vice President for Research, Economic Development and Knowledge Enterprise
- Karl Miller-Lugo, Vice President for Development and Alumni Relations

2 https://provost.utsa.edu/university-planning/
A set of institutional Key Performance Indicators (KPIs) pinpoint UTSA’s goals and facilitate progress assessment. A selection of institutional KPIs are listed on the follow page with identified targets. A comprehensive list of all institutional KPIs, complete with definitions, can be found on UTSA’s Institutional Targets page within the strategic planning website.

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

During the 2019-20 academic year, all administrative and academic units at UTSA will be required 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 will be facilitated via the Incentivized Resource Management governance process, structured according to whether it serves as a Revenue Unit (colleges and auxiliaries) or Support Unit (academic and administrative).

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3 https://www.utsa.edu/strategicplan/planning-and-implementation/kpi.html
4 http://www.utsa.edu/strategicplan/Planning-and-Implementation/dashboard.html
5 http://www.utsa.edu/irm
### 2020 TARGETS

<table>
<thead>
<tr>
<th></th>
<th>AS OF 8/31/2018</th>
<th>AS OF 8/31/2019</th>
<th>TARGET</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergrad Degrees Awarded</td>
<td>4,938</td>
<td>5,563</td>
<td>5,075</td>
<td>109.6%</td>
</tr>
<tr>
<td>MS Degrees Awarded</td>
<td>1,226</td>
<td>1,350</td>
<td>1,265</td>
<td>106.7%</td>
</tr>
<tr>
<td>Ph.D. Degrees Awarded</td>
<td>143</td>
<td>116</td>
<td>215</td>
<td>54%</td>
</tr>
<tr>
<td>Faculty in National Academies</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>40%</td>
</tr>
<tr>
<td>Faculty Prestigious Awards</td>
<td>2</td>
<td>7</td>
<td>10</td>
<td>70%</td>
</tr>
<tr>
<td>External Review of Faculty in PhD Programs</td>
<td>N/A</td>
<td>N/A</td>
<td>5</td>
<td>Pending</td>
</tr>
<tr>
<td>Restricted Research Expenditures</td>
<td>$44M</td>
<td>$51M</td>
<td>$50M</td>
<td>102%</td>
</tr>
<tr>
<td>Total Research Expenditures</td>
<td>$67M</td>
<td>$81M</td>
<td>$110M</td>
<td>73.6%</td>
</tr>
<tr>
<td>Overall Giving</td>
<td>$37.6M</td>
<td>$33.9M</td>
<td>$50M</td>
<td>67.8%</td>
</tr>
<tr>
<td>Cash Received</td>
<td>$14.2M</td>
<td>$25.4M</td>
<td>$25M</td>
<td>101.6%</td>
</tr>
<tr>
<td>New Endowed Chairs and Professorships (per year)</td>
<td>1</td>
<td>2</td>
<td>10</td>
<td>20%</td>
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</tbody>
</table>

### 2021 TARGETS

<table>
<thead>
<tr>
<th></th>
<th>AS OF 8/31/2018</th>
<th>AS OF 8/31/2019</th>
<th>TARGET</th>
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<tbody>
<tr>
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<td>106%</td>
</tr>
<tr>
<td>MS Degrees Awarded</td>
<td>1,226</td>
<td>1,350</td>
<td>1,300</td>
<td>103.8%</td>
</tr>
<tr>
<td>Bond Rating</td>
<td>AA</td>
<td>Pending</td>
<td>AAA</td>
<td>Submitted</td>
</tr>
<tr>
<td>Administrative Cost</td>
<td>8.70%</td>
<td>8.74%</td>
<td>&lt;8%</td>
<td>0.74% to target</td>
</tr>
</tbody>
</table>

### 2023 TARGETS

<table>
<thead>
<tr>
<th></th>
<th>AS OF 8/31/2018</th>
<th>AS OF 8/31/2019</th>
<th>TARGET</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year Retention Rate (IPEDS)</td>
<td>73.4%</td>
<td>73.5%</td>
<td>85%</td>
<td>86.5%</td>
</tr>
<tr>
<td>4-Year Graduation Rate (IPEDS)</td>
<td>25.1%</td>
<td>28.6%</td>
<td>35%</td>
<td>81.7%</td>
</tr>
<tr>
<td>6-Year Graduation Rate (IPEDS)</td>
<td>39.6%</td>
<td>42.2%</td>
<td>60%</td>
<td>70.3%</td>
</tr>
<tr>
<td>Freshman in the Top 25% of Class</td>
<td>54%</td>
<td>59%</td>
<td>55%</td>
<td>107.3%</td>
</tr>
<tr>
<td>Annual Budget</td>
<td>$0.546B</td>
<td>$0.578B</td>
<td>$1B</td>
<td>57.8%</td>
</tr>
<tr>
<td>Strategic Partnerships (per year)</td>
<td>3</td>
<td>38</td>
<td>5</td>
<td>760%</td>
</tr>
</tbody>
</table>

### 2028 TARGETS

<table>
<thead>
<tr>
<th></th>
<th>AS OF 8/31/2018</th>
<th>AS OF 8/31/2019</th>
<th>TARGET</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment(^2)</td>
<td>32,264</td>
<td>32,597</td>
<td>45,000</td>
<td>72.4%</td>
</tr>
<tr>
<td>Total Tenured/Tenure Track Faculty</td>
<td>632</td>
<td>639</td>
<td>1,000</td>
<td>63.9%</td>
</tr>
<tr>
<td>Total Staff</td>
<td>2,611</td>
<td>2,635</td>
<td>3,250</td>
<td>81.1%</td>
</tr>
<tr>
<td>Endowment</td>
<td>$164M</td>
<td>$172M</td>
<td>$400M</td>
<td>43%</td>
</tr>
<tr>
<td>Cumulative New Construction</td>
<td>199K GSF</td>
<td>331K GSF</td>
<td>3M GSF</td>
<td>11%</td>
</tr>
<tr>
<td>Students with Experiential Learning(^3)</td>
<td>35%</td>
<td>35%</td>
<td>75%</td>
<td>46.7%</td>
</tr>
<tr>
<td>Student-To-Faculty Ratio</td>
<td>24:1</td>
<td>24:1</td>
<td>&lt;20:1</td>
<td>0%</td>
</tr>
<tr>
<td>Average (Federal) Student Debt</td>
<td>$22,796</td>
<td>$22,822</td>
<td>&lt;$20,000</td>
<td>$2,822 to target</td>
</tr>
</tbody>
</table>
Notes:
(1) Starting in Spring 2020
(2) Includes self-supported online
(3) Based on 2018 National Survey of Student Engagement (NSSE)
UTSA’s active strategic initiatives are listed on the following pages, as are those expected to be launched during the 2019-20 academic year. 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 two admissions cycles, with intentional increases in enrollment being realized in the Fall of 2018 (4%) and as targeted for Fall of 2019 (3-5%).

- **Implementation of the Student Success Plan:** The plan has been in continuous use, with particular focus now on moving from EAB to Civitas products, adopting Salesforce as a CRM system, course block scheduling, the implementation of the Classroom-To-Career QEP initiative, freshman housing, and building a one-stop, one-location student success center. We continue to focus on meeting our aggressive targets for 2023 (85% first year retention, 70% second year persistence, 60% third year persistence, 35% four-year graduation rates, and 60% six-year graduation rates).

- **Implementation of the Incentivized Resource Management Plan:** The base year of this hybrid responsibility centered management system will go live September 1.

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7 [http://www.utsa.edu/strategicplan/past-initiatives/index.html](http://www.utsa.edu/strategicplan/past-initiatives/index.html)
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

ONGOING INITIATIVES

**Reaffirmation of SACSCOC Accreditation**
Launched July 2017

**Roadrunner Athletics Center of Excellence**
*Main Campus*
Launched August 2018

**Classroom to Career**
Launched September 2018

**Honors Residential College**
*Main Campus*
Launched October 2018

**Human Health College Structure**
Launched November 2018

**Student Success Center**
*Main Campus*
Launched December 2018

**Inclusive Excellence**
Launched February 2019

**Preventing Sexual Assault & Misconduct**
Launched February 2019

**Respectful Discourse**
Launched May 2019

**San Antonio Workforce**
Launched June 2019

LAUNCHING IN 2019-20

**Graduate Student Success for Faculty Excellence**
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

ONGOING INITIATIVES

**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
STRATEGIC GROWTH AND INNOVATIVE EXCELLENCE

KEY PERFORMANCE INDICATORS

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

ONGOING INITIATIVES

Campus Master Plan
Launched June 2018

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

Cattleman’s Square
Downtown Campus
Launched September 2018

Roadrunner Village
Main Campus
Launched September 2018

Guadalupe Hall
Main Campus
Launched October 2018

Parking and Transportation
Launched January 2019

Institute of Texan Cultures
Launched April 2019
LAUNCHING IN 2019-20

Capital Campaign
Launched September 2019

Westside Community Partnerships
Launched September 2019

Operational Excellence
The focus of this initiative will be to transform administrative processes, systems, and infrastructure throughout the university to spend more time on value-added activities.

UTSA 2030 Integrated Development Strategies
Using an integrated approach, this initiative will implement capital improvement strategies to develop areas of the Main, Downtown and ITC campuses to provide space for new and expanded programs while maximizing resources. Upon the approval of UTSA’s Campus Master Plan in November, the following initiatives will be bundled under this effort:

- Cattleman’s Square
- Roadrunner Village
- Tricentennial Research Park
- Chisolm Hall
- Honors Residential College
- Parking and Transportation