During the 2017-18 academic year, President Taylor Eighmy launched an effort to develop UTSA’s strategic plan, creating a pathway for the university to reach new levels of excellence over the next decade.

The strategic planning process was—and continues to be—an organic one. This implementation plan summarizes the activities leading up to the start of the 2018-19 academic year and provides a framework for the year ahead. However, this plan should never be considered a prescriptive, final document. It will continue to evolve over time and will be updated annually, especially as campus conversations occur and initiatives progress.

CONVERSATIONS & ENGAGEMENT

As a starting point, a set of strategic themes were identified to structure President Eighmy’s conversations with stakeholders to seek input and ultimately lay out the ten-year vision for UTSA.

UTSA’s SIX STRATEGIC THEMES

THEME 1: A Great Multicultural Discovery Enterprise
THEME 2: An Exemplary Urban-Serving University of the Future
THEME 3: World Engaged
THEME 4: UTSA will Foster Exceptional Student Experiences
THEME 5: Cultivating the Excellence of our People
THEME 6: Operational and Infrastructure Excellence
Presidential *Campus Conversation* sessions took place throughout the 2017-18 academic year to shape and augment the themes, engaging the UTSA community in strategic planning discussions and to develop a common understanding of institutional priorities and the vision for UTSA’s future.

In addition to these internal conversations, President Eighmy participated extensively in engagement activities with over 30 presentations and meetings with external groups (e.g., chambers, civic groups, development boards, advisory boards, corporate leadership, governmental leadership, alumni groups, President’s roundtables).

Internal and external conversations are continuing in 2018-19.
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.

### UTSA’s Peer Models of Excellence

<table>
<thead>
<tr>
<th>Arizona State University (ASU)</th>
<th>University of California, Irvine (UCI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida International University (FIU)</td>
<td>University of California, Riverside (UCR)</td>
</tr>
<tr>
<td>George Mason University (GMU)</td>
<td>University of California, Santa Cruz (UCSC)</td>
</tr>
<tr>
<td>Georgia State University (GSU)</td>
<td>University of Central Florida (UCF)</td>
</tr>
<tr>
<td>Portland State University (PSU)</td>
<td>University of Maryland, Baltimore County (UMBC)</td>
</tr>
</tbody>
</table>

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.
A set of institutional Key Performance Indicators (KPIs) pinpoint UTSA’s goals and facilitate progress assessment. A selection of institutional KPIs are listed below with identified targets. A comprehensive list of all institutional KPIs, complete with definitions, can be found on the KPI page within the strategic planning website.

### 2020 TARGETS

<table>
<thead>
<tr>
<th>KPI Description</th>
<th>AS OF 8/31/2018</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergrad Degrees Awarded</td>
<td>4,938</td>
<td>5,075</td>
</tr>
<tr>
<td>MS Degrees Awarded</td>
<td>1,226</td>
<td>1,265</td>
</tr>
<tr>
<td>Faculty in National Academies</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Faculty Prestigious Awards</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>External Review of Faculty in PhD Programs</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Restricted Research Expenditures</td>
<td>$43.75M</td>
<td>$50M</td>
</tr>
<tr>
<td>Total Research Expenditures</td>
<td>$67M</td>
<td>$110M</td>
</tr>
<tr>
<td>Ph.D. Degrees Awarded</td>
<td>143</td>
<td>215</td>
</tr>
<tr>
<td>Annual Giving</td>
<td>$17.2M</td>
<td>$50M</td>
</tr>
<tr>
<td>New Endowed Chairs and Professorships</td>
<td>0</td>
<td>10/year</td>
</tr>
</tbody>
</table>

### 2021 TARGETS

<table>
<thead>
<tr>
<th>KPI Description</th>
<th>AS OF 8/31/2018</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergrad Degrees Awarded</td>
<td>4,938</td>
<td>5,250</td>
</tr>
<tr>
<td>MS Degrees Awarded</td>
<td>1,226</td>
<td>1,300</td>
</tr>
<tr>
<td>Bond Rating</td>
<td>AA</td>
<td>AAA</td>
</tr>
<tr>
<td>Administrative Cost</td>
<td>8.7%</td>
<td>&lt;8%</td>
</tr>
</tbody>
</table>

### 2023 TARGETS

<table>
<thead>
<tr>
<th>KPI Description</th>
<th>AS OF 8/31/2018</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year Retention Rate (IPEDS)</td>
<td>73.4%</td>
<td>85%</td>
</tr>
<tr>
<td>4-Year Graduation Rate (IPEDS)</td>
<td>25.1%</td>
<td>35%</td>
</tr>
<tr>
<td>6-Year Graduation Rate (IPEDS)</td>
<td>39.6%</td>
<td>60%</td>
</tr>
<tr>
<td>Freshman in the Top 25% of their Class</td>
<td>51%</td>
<td>55%</td>
</tr>
<tr>
<td>Annual Budget</td>
<td>$0.578B</td>
<td>$1B</td>
</tr>
<tr>
<td>Strategic Partnerships</td>
<td>3/year</td>
<td>5/year</td>
</tr>
</tbody>
</table>

### 2028 TARGETS

<table>
<thead>
<tr>
<th>KPI Description</th>
<th>AS OF 8/31/2018</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment</td>
<td>32,101</td>
<td>45,000</td>
</tr>
<tr>
<td>Total Tenured and Tenure Track Faculty</td>
<td>632</td>
<td>2,000</td>
</tr>
<tr>
<td>Endowment</td>
<td>$164M</td>
<td>$400M</td>
</tr>
<tr>
<td>Cumulative New Construction</td>
<td>0.15M GSF</td>
<td>3M GSF</td>
</tr>
<tr>
<td>Students With Experiential Learning</td>
<td>35%</td>
<td>75%</td>
</tr>
<tr>
<td>Student-To-Faculty Ratio</td>
<td>24:1</td>
<td>&lt;20:1</td>
</tr>
<tr>
<td>Average (Federal) Student Debt</td>
<td>$24,445</td>
<td>&lt;$20,000</td>
</tr>
</tbody>
</table>
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.

These destinations may change over time, but we expect that they will remain in place through 2023.
INITIATIVES

Three major initiatives launched in the fall of 2017: Student Success, Strategic Enrollment and Finance and Budget Modeling. The task forces and consultants for each of the three initiatives worked closely together to ensure alignment given their multiple interdependencies.

By early fall of 2018, the final reports for all three initiatives were issued, moving these efforts into implementation mode:

- Budget Model Task Force Report / August 2018
- Integrated Student Success Plan / August 2018
- Strategic Enrollment Plan – Phase 1 / September 2018

The initiatives on the following pages launched in 2017-18, or will be launched during the 2018-19 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.
A MODEL FOR STUDENT SUCCESS

INITIATIVES

Reaffirmation of SACSCOC Accreditation
Launched July 2017

Athletics Facility
Main Campus
Launched August 2018

Classroom to Career
Launched September 2018

Residential Honors College
Main Campus
Launched October 2018

Student Success Center
Main Campus
To be launched in 2018-19

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
- Number of Undergrad Degrees Awarded
- Students with Experiential Learning
# A GREAT RESEARCH UNIVERSITY

## 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

- **Urban Education Institute**  
  *Downtown Campus*  
  To be launched in 2018-19

- **Strategic Hires & Endowed Chairs** (plus GURI)  
  To be launched in 2018-19

- **Tricentennial Research Park** / *Main Campus*  
  To be launched in 2018-19

## KEY PERFORMANCE INDICATORS

- Restricted Research Expenditures
- Total Research Expenditures
- PhDs Awarded
- External Review of Faculty in PhD Programs
- Faculty Prestigious Awards
- Faculty in National Academies
- Strategic Partnerships
- Number of MS Degrees Awarded
STRATEGIC GROWTH AND INNOVATIVE EXCELLENCE

KEY PERFORMANCE INDICATORS

- Endowment
- Annual Giving
- New Endowed Chairs and Professorships
- Total Tenured and Tenure Track Faculty
- Total Enrollment
- Cumulative New Construction
- Annual Budget
- Bond Rating
- Administrative Cost

INITIATIVES

**Strategic Communications**
Launched October 2017

**Downtown Campus**
Launched April 2018

**Campus Master Plan**
Launched June 2018

**Data Governance & Integrity**
Launched June 2018

**New Home for the College of Business**
*Downtown Campus*
Launched September 2018

**Cattleman’s Square**
*Downtown Campus*
Launched September 2018

**Roadrunner Village**
*Main Campus*
Launched September 2018

**Freshman Residence Hall**
*Main Campus*
Launched October 2018

**Capital Campaign**
To be launched in 2018-19

**50th Anniversary**
To be launched in 2018-19