

# A VISION FOR UTSA STRATEGIC PLAN (2018-2028)

In 2017, UTSA launched a strategic planning process to build on past successes and chart the course for the coming decade. During the 2022-23 academic year, the UTSA community undertook an all-campus review process to affirm and adapt our shared vision to a changing world. The resulting “refreshed plan” defines our bold path toward growth and transformation by 2028.

	DESTINATION ONE	DESTINATION TWO	DESTINATION THREE
	<b>UTSA will be a model for student success</b>	<b>UTSA will be a great public research university</b>	<b>UTSA will be a great place to work, learn and discover</b>
<b>Rationale Statement</b>	<p>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 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.</p>	<p>UTSA is on the fast track to becoming a nationally recognized research university, having attained an R1 university status from the Carnegie Commission and achieved National Research University Fund (NRUF) eligibility. These designations position UTSA to qualify for the National Research Support Fund (NRSF) resources and continue to align efforts with the members of the prestigious Association of American Universities. 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.</p>	<p>UTSA will realize its fullest potential by recognizing that people are its greatest asset to enable growth, innovation, and continuous improvement. UTSA will become a model for other institutions by actively cultivating the excellence of its employees while growing enrollment and infrastructure, remaining nimble in the face of change, improving operations and efficiency, delivering exceptional support to students, and serving our community.</p>
<b>Strategic Initiatives</b>	<p><b>15 Completed Initiatives</b> <b>7 In-Progress Initiatives</b></p> <ul style="list-style-type: none"> <li>• Student Success Center</li> <li>• Academic Success District</li> <li>• Classroom to Career Framework</li> <li>• 21st Century Learning Environments and Classroom Upgrades</li> </ul>	<p><b>4 Completed Initiatives</b> <b>3 In-Progress Initiatives</b></p> <ul style="list-style-type: none"> <li>• Launched Klesse College Engineering and Integrated Design, the College for Health, Community and Policy, and the School of Data Science</li> <li>• Strategic Faculty Hiring Initiative</li> <li>• National Security Collaboration Center</li> </ul>	<p><b>11 Completed Initiatives</b> <b>5 In-Progress Initiatives</b></p> <ul style="list-style-type: none"> <li>• Campus Master Plan</li> <li>• Implement an Incentivized Resource Management Budget Model</li> <li>• Roadrunner Athletics Center for Excellence</li> <li>• Be Bold Comprehensive Campaign</li> </ul>
<b>Progress To Date</b>	<p>Increase enrollment to 45,000 <b>Fall 2022 enrollment: 34,344</b></p> <p>75% of students graduate with experiential learning <b>Current rate: 47%</b></p>	<p>Increase annual research expenditures to \$300 million <b>\$145M expenditures in 2021</b></p> <p>Increase faculty to 2,000 <b>1,474 faculty as of 2022</b></p> <p>Increase staff to 3,250 <b>2,512 staff as of 2022</b></p>	<p>Increase annual budget to \$1B <b>\$722M budget for FY23</b></p> <p>Increase endowment value to \$400M <b>\$181M endowment as of 2021</b></p>