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CREATING
BOLD FUTURES®

A Bold Vision for UTSA

Taylor Eighmy & Lisa Jasinski

Strategic Plan Refresh 2022-23 | Strategic Plan Refresh Steering Committee

Agenda

1. About UTSA's Ten-Year Strategic Plan (2018-28)
2. Year 5 Progress Report
3. A Changing Landscape, A Changing UTSA
4. About the Refresh Process
5. Project Leadership

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About UTSA's Ten-Year Strategic Plan 2018 - 2028

Where we started. Where we are going.

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Ten-Year Plan: Transforming UTSA

WHERE WE STARTED

In 2017, a strategic planning process to build on past success and chart UTSA's course for the **next decade** and achieve a new level of excellence was initiated.
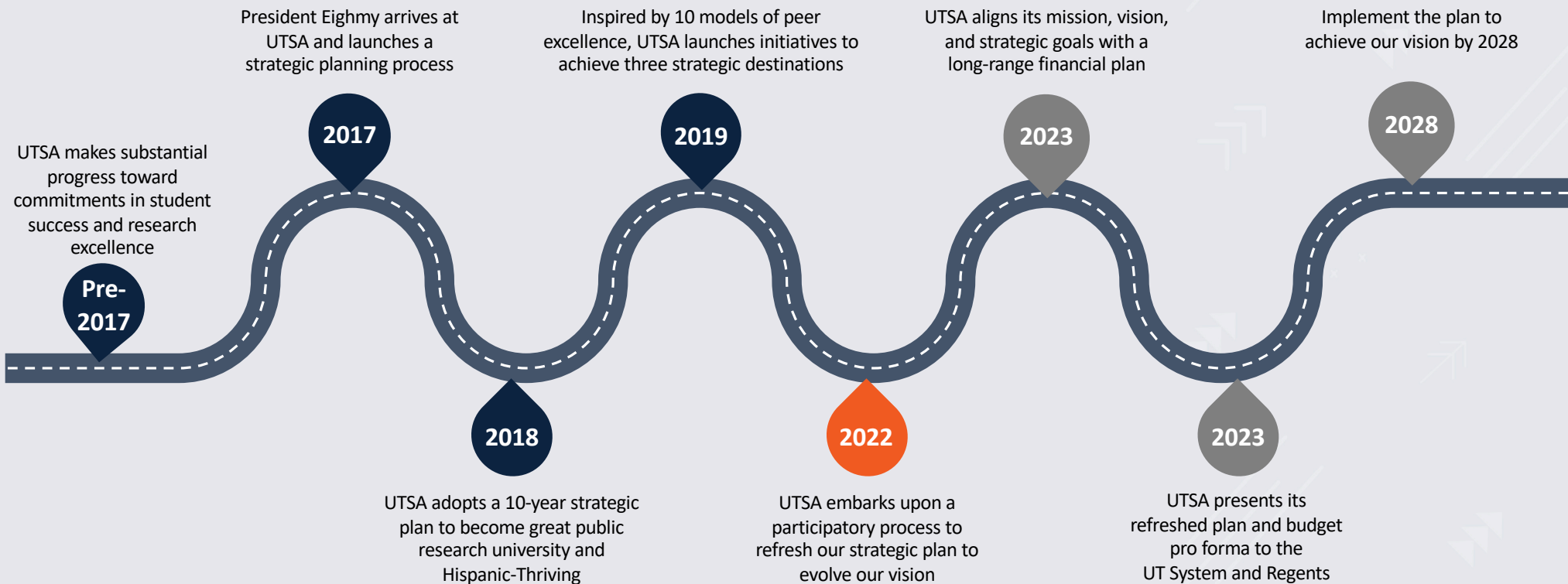
WHERE WE ARE

UTSA has made strides toward reaching **three strategic destinations** and becoming an innovative, Hispanic-thriving, great public research university.

WHERE WE ARE GOING

Building on our momentum and adapting to a changing landscape, the "refresh" will be carried out by the SPRSC, will allow the university to affirm our vision.

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Ten-Year Plan: We've Come a Long Way

Pre-2017
UTSA makes substantial progress toward commitments in student success and research excellence

2017
President Eighmy arrives at UTSA and launches a strategic planning process

2018
UTSA adopts a 10-year strategic plan to become great public research university and Hispanic-Thriving

2019
Inspired by 10 models of peer excellence, UTSA launches initiatives to achieve three strategic destinations

2022
UTSA embarks upon a participatory process to refresh our strategic plan to evolve our vision

2023
UTSA aligns its mission, vision, and strategic goals with a long-range financial plan

2023
UTSA presents its refreshed plan and budget pro forma to the UT System and Regents

2028
Implement the plan to achieve our vision by 2028

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Destination 1 | A Model for Student Success

Rationale:

UTSA is a next generation Hispanic-thriving, multicultural institution where students from all backgrounds can excel.

As a prosperity engine graduating world-engaged civic leaders of tomorrow, UTSA provides students with exceptional opportunities for experiential learning and classroom to career education.

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Destination 2 | A Great Public Research University

Rationale:

UTSA is an urban-serving university of the future with a focus on driving San Antonio's knowledge economy.

UTSA is living out the notion that great universities need great cities, and great cities need great universities.

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Destination 3 | Exemplar for Strategic Excellence

Rationale:

UTSA will realize its full potential as a university by growing to become a more comprehensive institution.

By focusing on nimbleness and continuous improvement, UTSA integrates innovative approaches and best practices to ensure goals align with operational processes. With a reputation as a great place to work, UTSA actively cultivates people excellence.

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Year 5 Progress Report

Celebrating our strategic transformation in-progress

A Note About Key Performance Indicators (KPIs)

A Plan Structured for Transformational Impact

DESTINATIONS/ RATIONALES

Strategic Differentiators that Set UTSA Apart

INITIATIVES

Project Planning & Implementation

OUTCOMES

Quantitative KPIs to Track Change

IMPACT

Benefit, Improvement, Positive Change

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Change Over Time | Initiative Status at Year 5

Destination	Completed	In Progress	Upcoming
Goal	*30*	*15*	*4*
Model for Student Success	15	7	1
Great Public Research University	4	3	-
Exemplar for Strategic Excellence	11	5	3

Learn More at utsa.edu/strategicplan/initiatives

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Destination 1 | A Model for Student Success

Moving the Needle | How Our Initiatives Are Transforming UTSA

KPI	Destination	Where did we start? 2017	Where are we now? 2022	What is our target? 2028	Percentage Change 2017–22	Progress to Goal
Total Student Enrollment	DI	30,768	34,322	>45,000	⋀ 12%	76%
First-Year Retention Rate	DI	74%	80%	>85%	⋀ 8%	94%
6-Year Graduation Rate	DI	37%	53%	>60%	⋀ 43%	88%
First-Year Students in Top 25% of Graduating Class	DI	55%	53%	>55%	⋁ 4%	96%
Percentage of Students with Experiential Learning	DI		39%	>75%		52%

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Destination 1 | A Model for Student Success

More Students, More Degrees, Faster
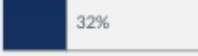
Top 3	47%	1,700+	$40M	#2
In the Nation, % of Degrees Awarded to Latino or Hispanic Students at HSI/R1s	Of UTSA's Ph.D. Graduates That Identify as Black or Latino	Students Receiving Tuition Support through BOLD Promise	Transformational gift to bolster student success	% of Diverse Faculty who identify as Hispanic or Latino among all HSI/R1s

Select Key Initiatives Implemented | 2017-2022

- ✓ Student Success Center
- ✓ Classroom to Career
- ✓ Dreamers Center
- ✓ 21st Century Learning Environments
- ✓ Guadalupe Hall Constructed

- ✓ Achieved SACSCOC Reaffirmation of Accreditation
- ✓ Equity Advocacy Initiative
- ✓ Launched Behavioral Intervention Team
- ✓ Public Health Task Forces (2020-22)
- ✓ Academic Success District

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Destination 2 | A Great Public Research University

Moving the Needle | How Our Initiatives Are Transforming UTSA

KPI	Destination	Where did we start? 2017	Where are we now? 2022	What is our target? 2028	Percentage Change 2017-22	Progress to Goal
Total Faculty	D2	1,350	1,376	>2,000	⌃ 2%	69%
Total Staff	D2	2,643	2,525	>3,250	⌄ 4%	78%
Faculty Receiving Prestigious Awards	D2	3	8	25	⌃ 167%	32%
Faculty in the National Academies	D2	5	14	15	⌃ 180%	93%
Annual Research Expenditures	D2	$70.2m	$142m	$300m	⌃ 102%	47%
Endowed Chairs, Professorships and Fellowships	D2	75	85	300	⌃ 13%	28%

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Destination 2 | Great Public Research University

Transforming Human Discovery and Driving Regional Economy

$145M	Top 5%	$2B/$3B	78	15
Total Research Expenditures in 2021	RI Status Puts UTSA in the Top 5% of Research Productivity of All Universities	Direct economic impact annually from UTSA/IED	Endowed Chairs and Professorships	Faculty Members in the National Academies (NASEM+NAI)

Select Key Initiatives Implemented | 2017-2022

- ✓ Launched Klesse College of Engineering and Integrated Design
- ✓ Launched College for Health, Community and Policy
- ✓ Strategic Faculty Hiring Initiative
- ✓ Graduate Student Success for Faculty Excellence
- ✓ Launched School of Data Science
- ✓ National Security Collaboration Center

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Destination 3 | Exemplar for Strategic Excellence

Moving the Needle | How Our Initiatives Are Transforming UTSA

KPI	Destination	Where did we start? 2017	Where are we now? 2022	What is our target? 2028	Percentage Change 2017-21	Progress to Goal
Annual Budget	D3	$515.9m	$717m	$1b	39%	72%
Endowment Value	D3	$134m	$264m	$400m	97%	66%
Gross Square Footage of Facilities	D3	5.4m ft	6m ft	8m ft	12%	72%
Administrative Cost Ratio	D3	8.3%	7.4%	<8%	-10%	Goal Exceeded

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Destination 3 | Exemplar for Strategic Growth

Bigger, Better, Smarter, Leaner

5	-10%	$500M	6M	2023
Campuses serving our students and our city in more locations	Reduced Administrative Cost Ratio over five years	Launching the Public Phase of the Be Bold Fundraising Campaign	Size, in square feet, of UTSA's total campus facilities footprint	UTSA joins the American Athletic Conference

Select Key Initiatives Implemented | 2017-2022

- ✓ Campus Master Plan
- ✓ Implement an Incentivized Resource Management Budget Model
- ✓ Institute of Texan Cultures Stakeholder Visioning
- ✓ Roadrunner Athletics Center for Excellence

- ✓ Strategic Communications
- ✓ Strategic Enrollment
- ✓ San Antonio Workforce Initiative
- ✓ Westside Community Partnerships

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Celebrating Our Contributions | Unit-Level Achievements

Our unit has made significant and substantive contributions to the strategic plan.

- To be customized with unit-level achievements

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Affirming and Evolving UTSA's Guiding Principles

Refresh process allows us to update how we describe the UTSA of today and tomorrow

VISION

To be a premier public research university, providing access to educational excellence and preparing citizen leaders for the global environment.

MISSION

UTSA is dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement and public service.

As an institution of access and excellence, UTSA embraces multicultural traditions, and serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property – for Texas, the nation and the world.

CORE VALUES

Integrity

Excellence

Inclusiveness

Respect

Collaboration

Innovation

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Redefining Our Peer Models of Excellence

OUR R1 AND HSRU STATUS REQUIRES A NEW GROUP OF COMPARISON INSTITUTIONS

Models Of Peer Excellence are trailblazers in the higher education world. We look to them for inspiration, advice, and guidance as we grow.

The Office of Institutional Research and Analysis will support our data-informed peer refresh.

Models of Peer Excellence (2018-22)

- Arizona State University $_{R1/HSI/MSI/Seal}$
- Florida International University $_{R1/HSI/MSI/Seal}$
- George Mason University $_{R1}$
- Georgia State University $_{R1/MSI}$
- Portland State University
- University of California, Irvine $_{R1/AAU/HSI/MSI}$
- University of California, Riverside $_{R1/HSI/MSI/Seal}$
- University of California, Santa Cruz $_{R1/AAU/HSI/MSI}$
- University of Central Florida $_{R1/HSI/MSI/Seal}$
- University of Maryland, Baltimore County $_{MSI}$

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A Changing Landscape,
A Changing UTSA

Affirming and evolving our strategic vision for the "new normal"

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US Higher Education Is Changing

Will your college survive the demographic cliff?

COHE, March 2022

Demographic turning points for the United States: Population projections for 2020 to 2060

US Census, February 2020

Is college worth it? Undergraduate enrollment slips in US

Bloomberg, October 2022

Public education is facing a crisis of epic proportions

Washington Post, January 2022

Marketplace, the college degree no longer reigns supreme

Forbes, October 2022

Forces of change: The future of work

Deloitte, October 2020

These are the top 10 job skills of tomorrow – and how long it takes to learn them

World Economic Forum, October 2022

Educating for Global Competencies

Getting Smart, September 2021

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What Prospective Students Seek

1. Be mindful of the money issue

2. Make learning flexible for students

3. Walk the DEI talk

4. Mental health is a top priority

5. Higher education is not one-size-fits-all

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Insights into How Prospective Students Think

1. Motivations for attending college are highly personal
2. Intrinsic motivation is incredibly important to students and impacts college choice
3. Demographics and the type of college is important
4. High school counselors play a more significant role
5. College-going students feel even less prepared now

COLLEGE ATTENDANCE MOTIVATIONS
IN A POST-PANDEMIC ENVIRONMENT
A Prospective Student Survey Report

CARNEGIE   collegexpress

AMA Conference Special Session
November 2022

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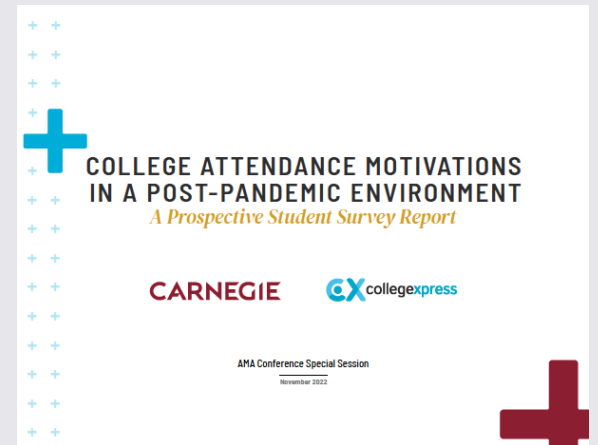
The Texas Economic Forecast

1. Labor markets are softening

2. Economic activity has been slowing

3. Supply chain disruptions are lessening

4. Inflation has been a challenge, but price pressures are easing from record highs

5. Employment forecasts still point to above trend growth

6. Texas economy well positioned to handle downturn

7. Texas still has room for future economic growth
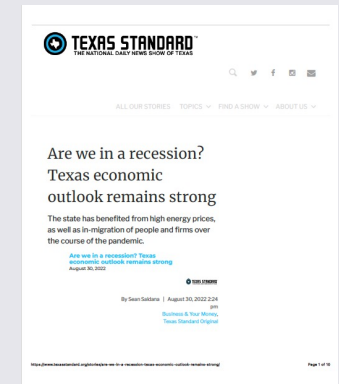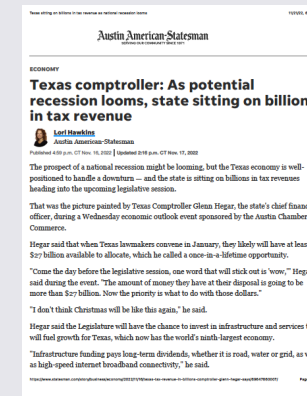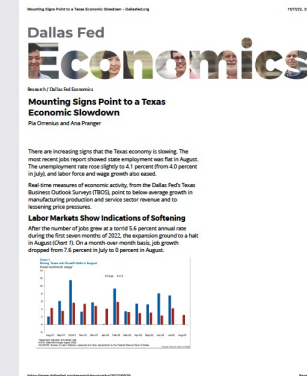
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The UTSA Ideation Retreat

The future of higher education | July 20, 2021

Andre Dua

Founder, McKinsey Education Practice
Council Member, McKinsey Global Institute

Dr. Harrison Keller

Commissioner, Texas Higher
Education Coordinating Board

James B. Milliken

Chancellor, The University of
Texas System

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As We Have Progressed, We Are In Great Company

In the last five years, UTSA has expanded its impact to be a major force in the city, state, region, and world

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We Have Good Cause for Optimism

1. We are the "university of the future in the city of the future" as a Carnegie R1 HSI

2. We are highly ranked around economic and social mobility measures, ROI

3. We are urban-serving and community- engaged, situated in the 7th largest city in the U.S, with a growing population

4. The Texas economy and financial support for higher education remain positive

5. We are on a steeply positive trajectory

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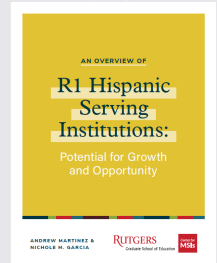
We Are At a Positive, and Pivotal Point

A refresh lets us take a deep breath and pause, celebrate how far we have come, strengthen our foundations, and ask ourselves:

PLAN TO DIFFERENTIATE	FURTHER EVOLVE	MATURE
What will we need to be in 5, 10, 20 years? What our our **bold big bets** to really differentiate us as we enter this new normal?	Is now the time to **expand experiential learning**, and explore **online growth**, **credentialing**, **life-long learning**?	How to use the next 5 years to **consolidate our gains** and **continue maturing** from a young university into a **large, impactful student success-focused discovery enterprise**?

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About the Refresh Process

Affirming and evolving our strategic destinations

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Strategic Plan Refresh Basics

WHY A REFRESH?

UTSA has risen to the challenges to serve our students and deliver our mission in a changing world.

We will unite to **celebrate** our successes, **hone** our approach, and **align** our resources.

PROCESS OVERVIEW

Undertake an **inclusive and transparent** process.

Stakeholder participation is vital to **affirm** our current work and **identify** new opportunities for excellence.

Timeframe:
2022-23 academic year

GETTING INVOLVED

UTSA's future depends on all of us.

Stakeholders will have multiple opportunities through townhalls and related engagement strategies to **share their perspectives** throughout the process to shape where we are going.

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Refresh Process Goals

Since 2017, UTSA has made significant strides toward achieving its strategic destinations - we are on course to keep going

A refreshed plan will allow us to:

- **Acknowledge** what we have achieved since 2018

- **Map** our progress and chart our future directions up to 2028

- **Adapt** to changes in the higher education landscape

- **Capitalize** on lessons learned during the pandemic

- **Align** our goals and pro forma (long-range financial plan) as required by UT Regents

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A BOLD and Evolving Vision

The Strategic Plan Refresh Process is an opportunity to use stakeholder feedback to affirm, update and align our plan

Update Rationale for Strategic Destinations?

(e.g., Focus on Third Way economic mobility ratings for Destination One: Student Success)

Add New Strategic Initiatives Within A Destination?

(e.g., Create an Initiative to Focus on Brain Health for Destination Two: Great Public Research University)

Develop Thematic "Crosscuts" That Transcend Destinations?

(e.g., Make UTSA a Great Place to Work)

Revise or Add a Destination?

(e.g., Expand Destination One: Student Success to Reflect our Aspirations to be a Hispanic Thriving University)

Peer Models of Excellence

Update our Peer and Aspirants List to Benchmark Ourselves Against the Best

Vision, Mission and Values

Update and Affirm Where We'll Go Next

Pro Forma (Long-Range Financial Plan)

Develop and Present to the UT System Regents

Other Changes?

Together we can decide how to evolve our strategic vision to address our new needs and take advantage of new opportunities

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Project Leadership | Strategic Plan Refresh Steering Committee

Kimberly Andrews Espy
Provost & Senior Vice President
Academic Affairs
Chair, SPRSC

Myron Anderson
Vice President, Inclusive Excellence

Lynn Barnes, Jr.
Senior Vice Provost, Strategic
Enrollment

JoAnn Browning
Dean, KCEID

Janis Bush
Chair, Departmental Chairs Council

Lisa Campos
Vice President, Intercollegiate
Athletics

Lynne Cossman
Dean, HCaP

Jill Fleuriet
Interim Dean, Honors

Paul Goodman
AVP, Facilities

Corrina Green
Associate Vice President, Real
Estate, Construction and Campus
Planning

Jonathon Halbesleben
Dean, ACOB

Sheri Hardison
Senior Associate Vice President,
Financial Affairs

Dean Hendrix
Vice Provost & University Librarian

Mary Hernandez
Senior Associate Vice President,
Admin and Operations, Business
Affairs

Damaris Ibarra
Chair, Staff Senate

Kendra Ketchum
Vice President, Information
Management and Technology

Carlos Martinez
Senior Vice President, Institutional
Strategic Planning, Chief of Staff

Glenn Martinez
Dean, COLFA

Ambika Mathur
Vice Provost, Graduate Students & Dean
Graduate School

Kasey Neece-Fielder
Associate Vice Provost for Strategic Planning
and Assessment

Veronica Salazar
CFO & Senior Vice President, Business Affairs

Karl Miller-Lugo
Vice President, Advancement and Alumni
Engagement

David Mongeau
Founding Director, SDS

Lisa J. Montoya
Vice Provost, Global Initiatives

Teresa Niño
Vice President, University Relations

Jasmin Paquet-Durand Ford
President, SGA

Kevin Price
Senior Associate Vice President, Campus
Facilities

LT Robinson
Senior Vice Provost & Dean of
Students

Stephanie Schoenborn
Chief of Police

Jaclyn Shaw
Interim Vice President, REDKE

Heather Shipley
Senior Vice Provost, Academic Affairs
& Dean, University College

David Silva
Dean, COS

Mario Torres
Dean, COEHD

Melissa Vito
Vice Provost, Academic Innovation

Steve Wilkerson
Associate Vice Provost, Institutional
Research

Tammy J. Wyatt
Vice Provost, Student Success

Rene Zenteno
Chair, Faculty Senate

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"Town Hall" Iterative Feedback Process

- The refresh process is built **on iterative, input-and-dissemination engagement** strategies developed as "Town Halls" and other engagement strategies used in the Campus Climate Survey.

- These 32 units—and our shared governance organizations—are right-sized for **in-depth conversation and responsiveness**.

- SPRSC will regularly engage _faculty_, _staff_ and _students_ to get feedback, ensure transparency and promote accountability.

- Town Halls with external stakeholders will also be organized.

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November 2022
President Eighmy hostsa Town Hall to share refresh goals and process.

Nov – Dec 2022
SPRSC members continue the Town Hall conversation with their units.

Jan – March 2023
Students, faculty, and staff give feedback through a Town Hall engagement strategy.

March 2023
SPRSC incorporates stakeholder feedback into revised draft.

May – Summer 2023
Stakeholders affirm and provide additional feedback on the draft.

Strategic Plan Refresh Timeline | 2022-23

Phase 1: Set The Stage | **Phase 2: Listen & Adapt** | **Phase 3: Align The Pieces** | **Present**

AUG-OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN-SEP	OCT	NOV	DEC

President Eighmy Hosts a Hybrid Town Hall to Launch the Refresh Process

SPRSC Retreat; Divisional and Unit Town Hall Sessions (Listening and Online Portal) Begin

Community Feedback Compiled

Unit and Divisional Leaders Announce Refresh Process with Stakeholders

Feedback Period Ends

Strategic Plan Refresh Kick-Off With Cabinet, SPRSC, and Shared Governance Groups

Drafts Revised; Long-range Financial Plan Developed

UTSA Presents Refreshed Plan and Financial Plan to UT-System & Regents

SPRSC Submits Final Recommendations of the Refreshed Plan and Pro Forma to Dr. Eighmy

Plan Website Updated

SPRSC Reviews Drafts, Presents On Web Site and Possible University Wide Town Hall

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Project Leadership

The Strategic Plan Refresh Steering Committee will shepherd the refresh in 2022-23

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Presidential Charge to the Steering Committee

The SPRSC, chaired by Provost Espy, directly involves senior leaders from across campus, the Faculty Senate, Staff Senate, Student Government Association, and the Department Chairs' Council.

The SPRSC will serve two primary roles in the refresh process:

1. **Leadership** in affirming and revising our strategic plan, determining our big, bold bets for the future

2. **Facilitate** widespread communication about the revision effort and take the lead in engaging feedback from faculty, staff and student stakeholders

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Resources for SPRSC Members

- Boilerplate Slides for Your Town Halls and Draft Communications

- Improved and Updated Strategic Planning Website

- Articles on Higher Edu and Ideation Retreat Summary Notes (Summer 2021)

- On-Site Support for Town Halls (January – March 2023)

- Idea Capture Feedback Portal

- Concise Thematic Analyses of Stakeholder Feedback

- Practical Resources (KPIs, reports, data)

- What else do you need?

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Possible Conversation Starters for Your Units

These questions can help SPRSC members and leaders engage faculty, staff and students in affirming and refreshing UTSA's strategic vision

- Are there technological, demographic, social, legislative, or financial forces on the horizon that will impact how we deliver our mission? What should we do now to prepare and to differentiate?

- How have the needs and expectations of our students, prospective students, parents, and employees changed since the strategic plan was developed in 2018?

- As you think about all that UTSA has achieved in the first five years of the plan, what are our greatest successes? What factors enabled this success? How might we leverage these factors for continued success?

- What lessons have we learned while implementing the strategic plan that will enable us to be more successful in the future?

- As we look to sustain change in the long-term, how do we allow ourselves sufficient time and effort to fully operationalize our work-in-progress while continuing to innovate and expand our services and programs?

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Momentum | Stakeholders Are Essential

It takes all Roadrunners to transform UTSA—this progress engages the best of us to keep moving forward

- UTSA's recent successes are a direct result of following our strategic plan

- We're on track to accomplish many goals ahead of schedule

- Your hard work made it possible

- We're moving in the right direction

- Now is an opportunity to reset the bar

- You will have many opportunities to get involved

- Your voice is essential to the refresh process

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STAY INVOLVED

QUESTIONS or COMMENTS?

Email **strategicplanning@utsa.edu**
Visit **utsa.edu/strategicplan**

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