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
About UTSA’s Ten-Year Strategic Plan
2018 - 2028
Where we started. Where we are going.
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.
Ten-Year Plan: We’ve Come a Long Way

President Eighmy arrives at UTSA and launches a strategic planning process

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

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

Implement the plan to achieve our vision by 2028

Pre-2017

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

2017

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

2018

2019

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

2022

2023

2028

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

2023
Three Strategic Destinations
2018-2028

D1: Model for student success

D2: Great public research university

D3: Exemplar for strategic growth & innovative excellence
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.
**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.
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.
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
<table>
<thead>
<tr>
<th>Destination</th>
<th>Completed</th>
<th>In Progress</th>
<th>Upcoming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>30</td>
<td>15</td>
<td>4</td>
</tr>
<tr>
<td>Model for Student Success</td>
<td>15</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Great Public Research University</td>
<td>4</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>Exemplar for Strategic Excellence</td>
<td>11</td>
<td>5</td>
<td>3</td>
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</table>

Learn More at utsa.edu/strategicplan/initiatives
## Destination 1 | A Model for Student Success

*Moving the Needle | How Our Initiatives Are Transforming UTSA*

<table>
<thead>
<tr>
<th>KPI</th>
<th>Destination</th>
<th>Where did we start?</th>
<th>Where are we now?</th>
<th>What is our target?</th>
<th>Percentage Change 2017-22</th>
<th>Progress to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Student Enrollment</td>
<td>DI</td>
<td>30,768</td>
<td>34,322</td>
<td>&gt;45,000</td>
<td>12%</td>
<td>76%</td>
</tr>
<tr>
<td>First-Year Retention Rate</td>
<td>DI</td>
<td>74%</td>
<td>80%</td>
<td>&gt;85%</td>
<td>8%</td>
<td>94%</td>
</tr>
<tr>
<td>6-Year Graduation Rate</td>
<td>DI</td>
<td>37%</td>
<td>53%</td>
<td>&gt;60%</td>
<td>43%</td>
<td>88%</td>
</tr>
<tr>
<td>First-Year Students in Top 25%</td>
<td>DI</td>
<td>55%</td>
<td>53%</td>
<td>&gt;55%</td>
<td>4%</td>
<td>96%</td>
</tr>
<tr>
<td>of Graduating Class</td>
<td>DI</td>
<td>39%</td>
<td></td>
<td>&gt;75%</td>
<td></td>
<td>52%</td>
</tr>
</tbody>
</table>

*UTSA*
**Destination 1 | A Model for Student Success**

*More Students, More Degrees, Faster*

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

**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
<table>
<thead>
<tr>
<th>KPI</th>
<th>Destination</th>
<th>Where did we start?</th>
<th>Where are we now?</th>
<th>What is our target?</th>
<th>Percentage Change 2017–22</th>
<th>Progress to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Faculty</td>
<td>D2</td>
<td>1,350</td>
<td>1,376</td>
<td>&gt;2,000</td>
<td>2%</td>
<td>69%</td>
</tr>
<tr>
<td>Total Staff</td>
<td>D2</td>
<td>2,643</td>
<td>2,525</td>
<td>&gt;3,250</td>
<td>4%</td>
<td>78%</td>
</tr>
<tr>
<td>Faculty Receiving Prestigious Awards</td>
<td>D2</td>
<td>3</td>
<td>8</td>
<td>25</td>
<td>167%</td>
<td>32%</td>
</tr>
<tr>
<td>Faculty in the National Academies</td>
<td>D2</td>
<td>5</td>
<td>14</td>
<td>15</td>
<td>180%</td>
<td>93%</td>
</tr>
<tr>
<td>Annual Research Expenditures</td>
<td>D2</td>
<td>$70.2m</td>
<td>$142m</td>
<td>$300m</td>
<td>102%</td>
<td>47%</td>
</tr>
<tr>
<td>Endowed Chairs, Professorships and fellowships</td>
<td>D2</td>
<td>75</td>
<td>85</td>
<td>300</td>
<td>13%</td>
<td>28%</td>
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</table>
## Destination 2 | Great Public Research University

*Transforming Human Discovery and Driving Regional Economy*

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

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### Select Key Initiatives Implemented | 2017-2022

- [x] Launched Klesse College of Engineering and Integrated Design
- [x] Launched College for Health, Community and Policy
- [x] Strategic Faculty Hiring Initiative
- [x] Graduate Student Success for Faculty Excellence
- [x] Launched School of Data Science
- [x] National Security Collaboration Center
## Destination 3 | Exemplar for Strategic Excellence

*Moving the Needle | How Our Initiatives Are Transforming UTSA*

<table>
<thead>
<tr>
<th>KPI</th>
<th>Destination</th>
<th>Where did we start?</th>
<th>Where are we now?</th>
<th>What is our target?</th>
<th>Percentage Change 2017-21</th>
<th>Progress to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Budget</strong></td>
<td>D3</td>
<td>$515.9m</td>
<td>$717m</td>
<td>$1b</td>
<td>39%</td>
<td>72%</td>
</tr>
<tr>
<td><strong>Endowment Value</strong></td>
<td>D3</td>
<td>$134m</td>
<td>$264m</td>
<td>$400m</td>
<td>97%</td>
<td>66%</td>
</tr>
<tr>
<td><strong>Gross Square Footage of Facilities</strong></td>
<td>D3</td>
<td>5.4m ft</td>
<td>6m ft</td>
<td>8m ft</td>
<td>12%</td>
<td>72%</td>
</tr>
<tr>
<td><strong>Administrative Cost Ratio</strong></td>
<td>D3</td>
<td>8.3%</td>
<td>7.4%</td>
<td>&lt;8%</td>
<td>-10%</td>
<td>Goal Exceeded</td>
</tr>
</tbody>
</table>
## Destination 3 | Exemplar for Strategic Growth

*Bigger, Better, Smarter, Leaner*

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

### 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
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
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
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.

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**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 \(_{MSI}\)
A Changing Landscape,
A Changing UTSA

Affirming and evolving our strategic vision for the “new normal”
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
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
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
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
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
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.
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
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**

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?

**FURTHER EVOLVE**

Is now the time to **expand experiential learning**, and explore **online growth**, **credentialing**, **life-long learning**?

**MATURE**

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**?
About the Refresh Process
Affirming and evolving our strategic destinations
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.
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
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
## Project Leadership | Strategic Plan Refresh Steering Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kimberly Andrews Espy</td>
<td>Provost &amp; Senior Vice President, Academic Affairs, Chair, SPRSC</td>
</tr>
<tr>
<td>Myron Anderson</td>
<td>Vice President, Inclusive Excellence</td>
</tr>
<tr>
<td>Lynn Barnes, Jr.</td>
<td>Senior Vice Provost, Strategic Enrollment</td>
</tr>
<tr>
<td>JoAnn Browning</td>
<td>Dean, Departmental Chairs Council</td>
</tr>
<tr>
<td>Janis Bush</td>
<td>Chair, Departmental Chairs Council</td>
</tr>
<tr>
<td>Lisa Campos</td>
<td>Vice President, Intercollegiate Athletics</td>
</tr>
<tr>
<td>Lynne Cossman</td>
<td>Dean, HCaP</td>
</tr>
<tr>
<td>Jill Fleuriet</td>
<td>Interim Dean, Honors</td>
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<tr>
<td>Paul Goodman</td>
<td>AVP, Facilities</td>
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<tr>
<td>Corrina Green</td>
<td>Associate Vice President, Real Estate, Construction and Campus Planning</td>
</tr>
<tr>
<td>Jonathon Halbesleben</td>
<td>Dean, ACOB</td>
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<tr>
<td>Sheri Hardison</td>
<td>Senior Associate Vice President, Financial Affairs</td>
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<tr>
<td>Dean Hendrix</td>
<td>Vice Provost &amp; University Librarian</td>
</tr>
<tr>
<td>Mary Hernandez</td>
<td>Senior Associate Vice President, Admin and Operations, Business Affairs</td>
</tr>
<tr>
<td>Damaris Ibarra</td>
<td>Chair, Staff Senate</td>
</tr>
<tr>
<td>Kendra Ketchum</td>
<td>Vice President, Information Management and Technology</td>
</tr>
<tr>
<td>Carlos Martinez</td>
<td>Senior Vice President, Institutional Strategic Planning, Chief of Staff</td>
</tr>
<tr>
<td>Glenn Martinez</td>
<td>Dean, COLFA</td>
</tr>
<tr>
<td>Ambika Mathur</td>
<td>Vice Provost, Graduate Students &amp; Dean Graduate School</td>
</tr>
<tr>
<td>Kasey Neece-Fielder</td>
<td>Associate Vice Provost for Strategic Planning and Assessment</td>
</tr>
<tr>
<td>Veronica Salazar</td>
<td>CFO &amp; Senior Vice President, Business Affairs</td>
</tr>
<tr>
<td>Karl Miller-Lugo</td>
<td>Vice President, Advancement and Alumni Engagement</td>
</tr>
<tr>
<td>David Mongeau</td>
<td>Founding Director, SDS</td>
</tr>
<tr>
<td>Lisa J. Montoya</td>
<td>Vice Provost, Global Initiatives</td>
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<tr>
<td>Teresa Niño</td>
<td>Vice President, University Relations</td>
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<tr>
<td>Jasmin Paquet-Durand Ford</td>
<td>President, SGA</td>
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<tr>
<td>Kevin Price</td>
<td>Senior Associate Vice President, Campus Facilities</td>
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<tr>
<td>LT Robinson</td>
<td>Senior Vice Provost &amp; Dean of Students</td>
</tr>
<tr>
<td>Stephanie Schoenborn</td>
<td>Chief of Police</td>
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<td>Jaclyn Shaw</td>
<td>Interim Vice President, REDKE</td>
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<td>Heather Shipley</td>
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<td>David Silva</td>
<td>Dean, COS</td>
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<td>Mario Torres</td>
<td>Dean, COEHD</td>
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<td>Melissa Vito</td>
<td>Vice Provost, Academic Innovation</td>
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<tr>
<td>Steve Wilkerson</td>
<td>Associate Vice Provost, Institutional Research</td>
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<tr>
<td>Tammy J. Wyatt</td>
<td>Vice Provost, Student Success</td>
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<tr>
<td>Rene Zenteno</td>
<td>Chair, Faculty Senate</td>
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</tbody>
</table>
“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.

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

January – 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**
- AUG-OCT: President Eighmy Hosts a Hybrid Town Hall to Launch the Refresh Process
- SEP-OCT: Strategic Plan Refresh Kick-Off With Cabinet, SPRSC, and Shared Governance Groups

**Phase 2: Listen & Adapt**
- JAN: Unit and Divisional Leaders Announce Refresh Process with Stakeholders
- FEB: SPRSC Retreat; Divisional and Unit Town Hall Sessions (Listening and Online Portal) Begin
- MAR: Community Feedback Compiled
- APR: Feedback Period Ends

**Phase 3: Align The Pieces**
- MAY: Drafts Revised; Long-range Financial Plan Developed
- JUN-SEP: SPRSC Reviews Drafts, Presents On Web Site and Possible University Wide Town Hall

**Present**
- OCT-DEC: UTSA Presents Refreshed Plan and Financial Plan to UT-System & Regents
- DEC: SPRSC Submits Final Recommendations of the Refreshed Plan and Pro Forma to Dr. Eighmy
- NOV: Plan Website Updated
Project Leadership

The Strategic Plan Refresh Steering Committee will shepherd the refresh in 2022-23
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
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?
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?
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
QUESTIONS or COMMENTS?

Email strategicplanning@utsa.edu
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