STRATEGIC PLAN REFRESH

ALL-CAMPUS SURVEY

Stakeholder Summary Report
Prepared by the Office of Strategic Planning

March 2, 2023
WHY A REFRESH?

UTSA has risen to the challenges to serve 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 buy-in and feedback 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 to share their perspectives throughout process to shape where we are going.

At UTSA, we create BOLD futures together.
Stakeholder Feedback is Essential

There are four opportunities for faculty, staff and students to participate in the strategic plan refresh process.

**Step 1:**
All Campus Survey

Survey Open: 2/8 - 2/24/23

Stakeholders answer a 4-question, anonymous survey

**Step 2:**
Division, College, Shared Governance Listening Sessions

3/20 - 4/14/23

Steering Committee members host listening sessions to discuss common questions

Online feedback portal open

**Step 3:**
Confirm Understanding, Discuss Further

3/30 - 4/28/2023

Stakeholders review listening session notes

Continued discussions, as needed

**Step 4:**
Feedback on Steering Committee Recommendations

Phase 1: 5/15 - 6/2
Phase 2: 7/17 - 7/28/2023

Stakeholders provide feedback on Steering Committee draft recommendations

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Stakeholder Participation

Dates

What Happens
ALL CAMPUS SURVEY

FEBRUARY 8-24, 2023

• 1,148 Total Responses
  • 837 (At least one element)
  • 311 (Multiple elements)

• To ensure confidentiality, no names were collected; identifiers removed

• Responses were analyzed at the university-level and disaggregated to inform division and college-level activities

RESPONSES BY DIVISION

Academic Affairs, 861
Presidential Office, 20
REDKE, 45
Advancement, 28
University Relations, 24
Info Mgmt & Tech, 32
Athletics, 18
Inclusive Excellence, 4
Business Affairs, 116
# RESPONSES BY QUESTION

Survey respondents were free to answer as many or as few questions as they choose

<table>
<thead>
<tr>
<th>Question</th>
<th>Number of Responses</th>
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<tbody>
<tr>
<td><strong>Q1:</strong> What works well regarding our three strategic destinations?</td>
<td>154</td>
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<tr>
<td><strong>Q2:</strong> Do you see an opportunity to refine, change, or add a destination? If yes, explain.</td>
<td>140</td>
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<td><strong>Q3:</strong> Are there any initiatives that you think would help UTSA achieve one or more strategic destinations?</td>
<td>131</td>
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<td><strong>Q4:</strong> Are there other things that you want to share with the members of the Strategic Plan Refresh Steering Committee?</td>
<td>79</td>
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CAMPUS-WIDE

PROMINENT THEMES

Identifying What Works Well and Opportunities to Consider
Q1: WHAT WORKS WELL?

D1: STUDENT SUCCESS (26%)
Targeted investments have improved graduation and retention. Praise for UTSA's "hub and spokes" model, focus on experiential learning, mental health support, and more.

CLEAR, WORTHY GOALS (26%)
UTSA's three destinations are clear, easy to remember and worth pursuing. UTSA takes these goals seriously and is making investments in things that matter.

D2: RESEARCH GAINS (15%)
Becoming an R1 was essential for UTSA's transformation and to enhance our reputation. We've achieved by hiring top researchers, creating opportunities for faculty, and securing partnerships that build momentum.

PRIDE IN RESULTS (29%)
Respondents were excited about new teaching and research facilities, our overall growth, visibility, big wins, collaborations, partnerships, and a growing presence downtown.

97%
Of responses praised an aspect of UTSA's strategic plan, current initiatives, or the plan's positive impact.

Percentage of responses to this question (n = 154)
Q1: WHAT WORKS WELL?

“We have achieved and confirmed R1 status, which is exciting even as a non-faculty member of our campus community.”

“The destinations represent the heart of what a modern, urban research university should focus on.”

“We are ambitious, attainable and open to interpretation all at the same time.”

“I know where we are going.”

“That seems to be UTSA's goal, to become something great, so that should be the destination: anything that gets us there.”

“Working with businesses and the government to determine needed occupations in our region.”

“Our current strategic destinations help increase our status and reputation among potential students, which in turn drives both revenue and prestige for years to come.”
Q2: REVISE OR ADD A DESTINATION?

94% of responses stated that UTSA should make no changes to its strategic destinations or proposed minor revisions only.

What kind of revisions?
New initiatives, themes, or added emphasis (See Q3 and Q4)

Spring Listening Sessions provide a chance to follow-up on these suggestions and solicit broad feedback from all.

Percentage of responses to this question (n = 140)
Q3: REFINEMENTS & INITIATIVES TO CONSIDER

3

REFINE DESTINATION 3

Some praised the emphasis on innovation in D3, but many think that it lacks the clarity and inspiration of D1 and D2.

99

D2, D3: IMPROVE RESEARCH INFRASTRUCTURE

UTSA should advance its research enterprise by fostering a culture of grant-seeking, streamlining pre and post-award administration, and supporting graduate students.

D3: MAKE UTSA A MODEL EMPLOYER

Whether by increasing the number of staff, bringing employee wages up to industry standards, improving employee satisfaction and advancement, or embracing flexible work policies, many want UTSA to invest in its workforce.

D3: IMPROVE OPERATIONAL EFFICIENCY

UTSA should continue to streamline administrative processes and innovate new ways for employees to perform their jobs, get questions answered, and collaborate.

Submitted responses to this question (n = 131)
Q3: REFINEMENTS & INITIATIVES TO CONSIDER

D3: MAINTAIN & PROTECT OUR INFRASTRUCTURE
While there is great pride in recent new construction, many urged UTSA to maintain and improve existing facilities, classrooms, technology, and safety.

D1: IT’S ALL ABOUT JOBS
Many want to see continued investment in student success, including experiential learning opportunities and support for graduates to find great jobs.

D1, D2, D3: DEEPEN LOCAL TIES
UTSA and San Antonio are inextricably tied—we should emphasize our commitment to serve the community, improve our city, and drive economic growth.

TWEAK SOME KPIs
UTSA might revisit our targets to ensure they are attainable. Consider adding new KPIs: graduate employability, prestigious awards won by staff, and time to degree.

UNIT-LEVEL FEEDBACK SHARED WITH LEADERS
The survey generated operational suggestions for colleges, divisions, and units to consider. This information has been shared with those best equipped to act.

Submitted responses to this question (n = 130)
Q4: ADDITIONAL CONSIDERATIONS

CLARIFY THE “HOW” AND “WHEN”
Many praised UTSA’s worthy, ambitious goals. They want a clearer understanding of how we plan to achieve them and more communication about implementation and achievement.

VALUE HISPANIC SERVING
Respondents urged leaders to maintain our identity as a Hispanic Serving Institution.

KEEP ASKING
Respondents expressed gratitude for being asked to share their feedback, praised the transparency of this process, and urged UTSA to solicit feedback regularly.

FURTHER IMPROVE WHAT WE’VE BUILT
While there is great pride in recent achievements, some cautioned UTSA’s leaders to bring our initiatives to closure before adding more.

Comments and additional items for consideration

Percentages of submitted survey responses (n = 79)
SURVEY TAKE-AWAYS

Each Steering Committee member will receive a custom report summarizing key ideas

• Respondents strongly affirmed our three destinations

• Listening Sessions are essential to consider minor revisions and possible areas of emphasis

• This opportunity enables Colleges and Divisions discuss ways to operationalize our strategic goals and surface suggestions for new initiatives
The Survey is the Foundation for Division and College-Level Listening Sessions in March and April 2023
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LISTENING SESSION GOALS

Listening Sessions are the prime venue where the campus can discuss changes to the strategic plan.

These sessions are designed to:

- **Promote dialogue and discussion** of our destinations, mission statement, and initiatives among stakeholders.
- **Provide guidance** to Steering Committee of what (if any) revisions to make.
- **Surface** a variety of perspectives, not reach consensus or identify the most popular option.
- **Identify** divisional projects and priorities for the future.
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  
Dean 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  
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David Mongeau  
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Lisa J. Montoya  
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Teresa Niño  
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Jasmin Paquet-Durand Ford  
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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  
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Steve Wilkerson  
Associate Vice Provost, Institutional Research

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Vice Provost, Student Success

Rene Zenteno  
Chair, Faculty Senate
QUESTIONS or COMMENTS?

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