



# **STRATEGIC PLAN REFRESH**

# **ALL-CAMPUS SURVEY**

Stakeholder Summary Report  
Prepared by the Office of Strategic Planning

March 2, 2023

# STRATEGIC PLAN **REFRESH BASICS**

## 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

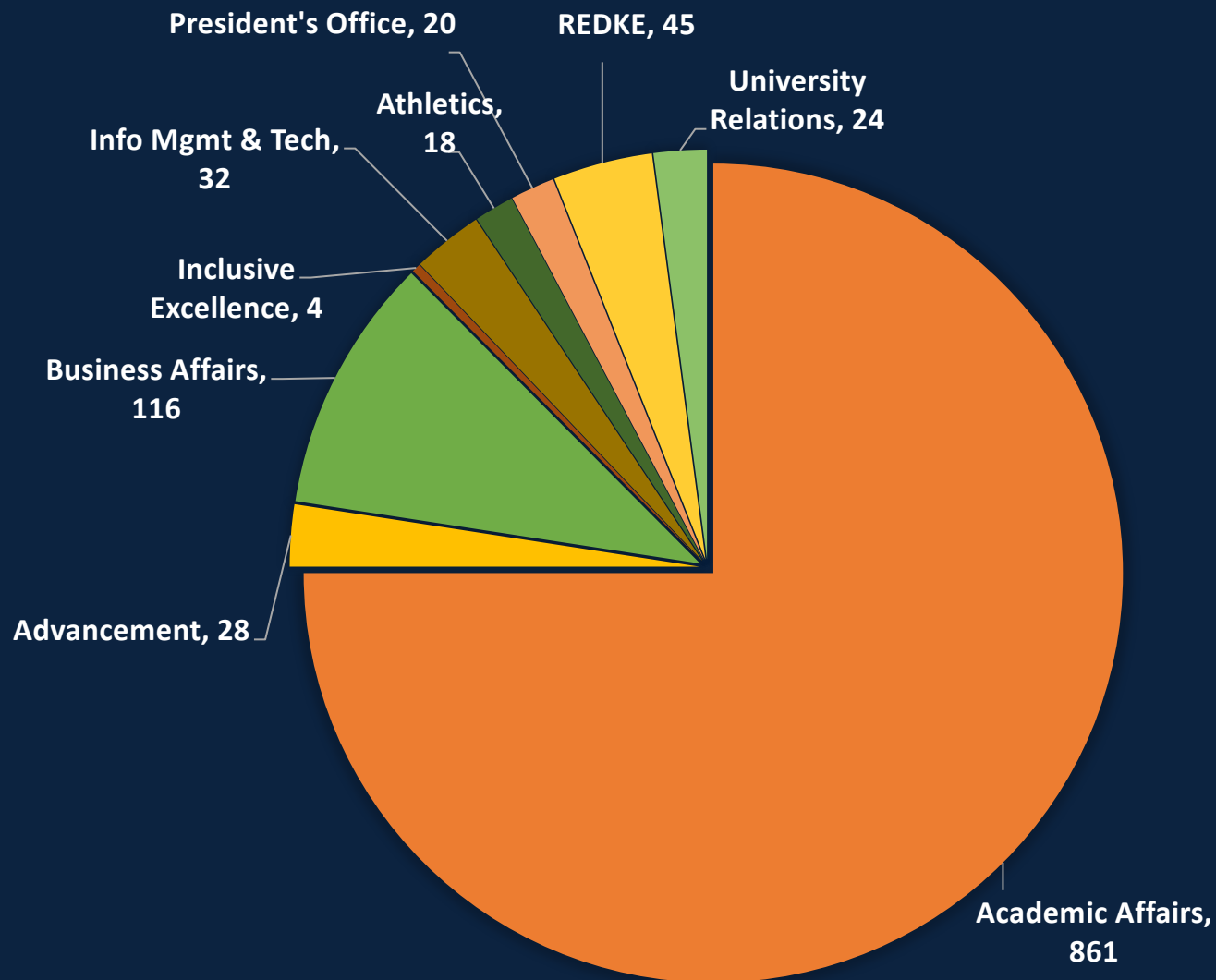
Stakeholder Participation	Step 1: All Campus Survey	Step 2: Division, College, Shared Governance Listening Sessions	Step 3: Confirm Understanding, Discuss Further	Step 4: Feedback on Steering Committee Recommendations
Dates	Survey Open: 2/8 – 2/24/23	3/20 – 4/14/23	3/30 – 4/28/2023	Phase 1: 5/15 – 6/2 Phase 2: 7/17 – 7/28/2023
What Happens	Stakeholders answer a 4-question, anonymous survey	Steering Committee members host listening sessions to discuss common questions  Online feedback portal open	Stakeholders review listening session notes  Continued discussions, as needed	Stakeholders provide feedback on Steering Committee draft recommendations

# 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



# RESPONSES BY QUESTION

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

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

**CAMPUS-WIDE**

# **PROMINENT THEMES**

Identifying What Works Well and  
Opportunities to Consider



# Q1:

## WHAT WORKS WELL?

# 97%

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



### 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.



### 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.



# Q1: WHAT WORKS WELL?

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

## SUPPORTIVE QUOTES

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

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

**“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.”

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

“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?

## GENERAL FEEDBACK

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

# Q3:

## REFINEMENTS & INITIATIVES TO CONSIDER



### 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

Responses suggested a minor revision, refinement, added emphasis, or new initiative. These were mentioned most frequently.



### 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.

# 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, 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.



### 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.



### 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.

# Q4:

## ADDITIONAL CONSIDERATIONS

# 79

Comments and additional  
items for consideration



### 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.



### 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.

# 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

# NEXT STEPS

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**  
Vice Provost & University Librarian

**Mary Hernandez**  
Senior Associate Vice President,  
Admin and Operations, Business  
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**Kendra Ketchum**  
Vice President, Information  
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Senior Vice President, Institutional  
Strategic Planning, Chief of Staff

**Glenn Martinez**  
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Vice Provost, Graduate Students & Dean  
Graduate School

**Kasey Neece-Fielder**  
Associate Vice Provost for Strategic Planning  
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**Veronica Salazar**  
CFO & Senior Vice President, Business Affairs

**Karl Miller-Lugo**  
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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  
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**LT Robinson**  
Senior Vice Provost & Dean of  
Students

**Stephanie Schoenborn**  
Chief of Police

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

**David Silva**  
Dean, COS

**Mario Torres**  
Dean, COEHD

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**Steve Wilkerson**  
Associate Vice Provost, Institutional  
Research

**Tammy J. Wyatt**  
Vice Provost, Student Success

**Rene Zenteno**  
Chair, Faculty Senate



STAY INVOLVED

**QUESTIONS or COMMENTS?**

Email **[strategicplanning@utsa.edu](mailto:strategicplanning@utsa.edu)**

Visit **[utsa.edu/strategicplan](https://utsa.edu/strategicplan)**