



STRATEGIC IMPLEMENTATION PLAN

2020-2021

Over the last three years, President Taylor Eighmy has worked with the UTSA campus community to make great strides toward reaching the goals set forth in the university's strategic plan, launched in 2018.

Following is an overview of UTSA's strategic planning implementation over the last year, and a look ahead to initiatives planned for 2020-21. UTSA continues to use an organic approach to strategic planning, and future efforts outlined in this document may change as needs or opportunities arise. This plan will continue to evolve over time and will be updated annually.

DESTINATIONS

In the fall of 2018, UTSA's strategic planning framework evolved to sharpen the focus on what kind of institution the university will become in the decade ahead. Based on input from internal and external stakeholders, as well as the UT System Board of Regents, UTSA has three overarching destinations that point us to the future.

UTSA will be **A MODEL FOR STUDENT SUCCESS**

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 the 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.

UTSA will be **A GREAT RESEARCH UNIVERSITY**

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. UTSA is on the fast track to becoming a nationally-recognized research university, well on its way to attaining National Research University Fund (NRUF) eligibility and aiming for an R1 designation by the Carnegie Commission. These designations will position UTSA to eventually align with members of the prestigious Association of American Universities.

UTSA will be **AN EXEMPLAR FOR STRATEGIC GROWTH AND INNOVATIVE EXCELLENCE**

UTSA will realize its full potential as a university by growing enrollment and infrastructure while focusing on innovation and continuous improvement. UTSA actively cultivates the excellence of its people and places an emphasis on increasing the diversity of its leadership and faculty in order to reflect the community it serves.

PEER MODELS OF EXCELLENCE

To help benchmark UTSA's progress, UTSA identified ten institutions to serve as **peer models of excellence**¹. Selected for their aspirational qualities, UTSA is emulating their strategies and best practices throughout the strategic planning process.

UTSA's PEER MODELS OF EXCELLENCE

Arizona State University (ASU)	University of California, Irvine (UCI)
Florida International University (FIU)	University of California, Riverside (UCR)
George Mason University (GMU)	University of California, Santa Cruz (UCSC)
Georgia State University (GSU)	University of Central Florida (UCF)
Portland State University (PSU)	University of Maryland, Baltimore County (UMBC)

These peers were specifically chosen due to their Carnegie R1 status (ASU, FIU, GMU, UCI, UCR, UCSC, UCF), AAU status (UCI), focus on enrollment growth (ASU, FIU, UCF), research growth (ASU, UCI, UCR, UCSC, GMU), student success (GSU, UMBC), faculty excellence (UCI, UCR, UCSC), and urban serving roles (all). As necessary, these peers will change as UTSA evolves.

¹ <http://www.utsa.edu/strategicplan/Peer-Models/index.html>

STRATEGIC PLANNING GOVERNANCE

The focus of UTSA's 2019-20 strategic planning efforts revolved around the advancement of several initiatives to move the university toward its stated destinations on a strong foundation of core processes related to strategic enrollment, budget management and student success.

This coming year will concentrate on the continued assessment and execution of ongoing initiatives while simultaneously launching a series of new tactical teams to facilitate UTSA's navigation of the pandemic, reopen our campus this fall, and prepare for this unusual academic year and beyond.

UTSA's strategic management efforts are overseen by the university's Resource Management Team:

- **Taylor Eighmy**, President
- **Bernard Arulanandam**, Vice President for Research, Economic Development and Knowledge Enterprise
- **Kimberly Andrews Espy**, Provost and Senior Vice President for Academic Affairs
- **Carlos Martinez**, Chief of Staff
- **Rod McSherry**, Interim Vice President for University Relations
- **Veronica Mendez**, Chief Financial Officer and Senior Vice President for Business Affairs
- **Karl Miller-Lugo**, Vice President for Development and Alumni Relations

KEY PERFORMANCE INDICATORS

A set of institutional Key Performance Indicators (KPIs) pinpoint UTSA's goals and facilitate progress assessment. Institutional KPIs listed below identify targets and progress. This data can be found on UTSA's [Institutional Targets page²](#) within the strategic planning website.

In addition, UTSA's [Institutional Dashboard³](#) connects institutional data to UT System metrics, acting as an evaluation tool for presidential and institutional performance.

During the 2020-21 academic year, all administrative and academic units at UTSA will continue the work to develop localized strategic plans that connect directly to the university's strategic plan and relevant institutional KPIs. The development of these unit-specific plans is facilitated via the [Incentivized Resource Management⁴](#) governance process, structured according to whether it serves as a Revenue Unit (colleges and auxiliaries) or Support Unit (academic and administrative).

UTSA Progress toward Key Performance Indicators							
Destination	Key Measures	2021		2023		2028	
		Target	Progress	Target	Progress	Target	Progress
Student Success	Enrollment	35,445	98.0%	37,330	93.1%	45,000	77.2%
	First-year Retention Rate	79.0	98.1%	81.0	95.7%	85.0	91.2%
	Four-year Graduation Rate	33.0	97.9%	34.0	95.0%	35.0	92.3%
	Six-year Graduation Rate	47.3	97.9%	49.3	93.9%	60.0	77.2%
Research	Total Research	\$137M	97.8%	\$150M	89.3%	\$300M	44.7%
Excellence	Total Endowment	\$211M	85.8%	\$271M	66.8%	\$400M	45.3%
	Administrative Cost Ratio	<8%	100%	<8%	100%	<8%	100%

² <https://www.utsa.edu/strategicplan/planning-and-implementation/kpi.html>

³ <http://www.utsa.edu/strategicplan/Planning-and-Implementation/dashboard.html>

⁴ <http://www.utsa.edu/irm>

STUDENT SUCCESS						Targets		
Metric	2019	2020	Change	Pct. Change	Trajectory			
RETENTION & GRADUATION RATES						2021	2023	2028
First-year Retention Rate	73.5	77.5	4.0	5.4	▲	79.0	81.0	85.0
Four-year Graduation Rate	28.7	32.3	3.6	12.5	▲	33.0	34.0	35.0
Six-year Graduation Rate	42.2	46.3	4.1	9.7	▲	47.3	49.3	60.0
Four-year Graduation Rate for Transfer Students	66.0	65.4	-0.6	-0.9	▼	66.1	68.3	73.0
DEGREES AWARDED								
Total Degrees	7,047	7,415	368	5.2	▲	7,560	7,960	8,590
Undergraduate	5,580	5,924	344	6.2	▲	6,040	6,410	6,940
Masters	1,351	1,338	-13	-1.0	▼	1,365	1,390	1,450
Doctoral	116	153	37	31.9	▲	155	160	200

RESEARCH						Targets		
Metric	2019	2020	Change	Pct. Change	Trajectory			
RESEARCH EXPENDITURES						2021	2023	2028
Total Expenditures	\$81M	\$134M	\$53M	65.4	▲	\$137M	\$150M	\$300M
Restricted Expenditures	\$51M	\$64M	\$13M	25.5	▲	\$67M	\$75M	\$145M
FACULTY								
Tenured/Tenure Track *	628	663	35	5.6	▲	687	759	983
Number Under-represented	123	135	12	9.8	▲	141	159	295
Percent Under-represented	19.6	20.4	0.8	4.0	▲	20.5	21.0	30.0
Number Female	218	236	18	8.3	▲	258	311	490
Percent Female	34.7	35.6	0.9	2.5	▲	37.6	41.0	49.6

STRATEGIC GROWTH AND INNOVATIVE EXCELLENCE						Targets		
ENROLLMENT	2019	2020	Change	Pct. Change	Trajectory	2021	2023	2028
Total	32,594	34,742	2,148	6.6	▲	35,445	37,330	45,000
Undergraduate	27,932	29,559	1,627	5.8	▲	30,150	31,830	38,370
Masters	3,300	3,760	460	13.9	▲	3,835	3,990	4,810
Doctoral	905	899	-6	-0.7	▼	925	954	1,150
Post-Baccalaureate	457	524	67	14.7	▲	535	556	670
First-Time Undergraduate	4,590	5,326	736	16.0	▲	5,435	5,440	5,875
EFFICIENCY								
Administrative Cost Ratio	8.74	7.87	-0.9	-10.0	▲	<8.0%	<8.0%	<8.0%
ENDOWMENT								
Total	\$172M	\$181M	\$9M	5.2	▲	\$211M	\$271M	\$400M
Overall Giving	\$34M	\$44M	\$10M	30.4	▲	\$50M	\$55M	\$92M
Cash Received	\$25M	\$30M	\$4M	17.3	▲	\$32M	\$35M	\$59M

INITIATIVES

UTSA's active strategic initiatives are listed on the following pages. Many align with multiple destinations, but are categorized according to their primary destination. All initiatives are tied to particular KPIs, and are planned, launched and executed to help UTSA meet its KPI targets.

This plan will continue to evolve each year as additional initiatives are developed and launched to address specific KPIs. These will be made available [on UTSA's strategic planning website⁵](#).

Strategic initiatives that have moved into operational or implementation mode are listed on the [past initiatives⁶](#) web page. Three of note include:

- **Implementation of the Strategic Enrollment Plan**
This strategy has been in use for three admissions cycles, with intentional increases in enrollment being realized in the Fall of 2018 (4%), the Fall of 2019 (1%) and the Fall of 2020 (7%)
- **Implementation of the Incentivized Resource Management Plan**
The base year of this hybrid responsibility centered management system went live on September 1, 2019.
- **Implementation of the Campus Master Plan:** UTSA's [Campus Master Plan](#) was approved by the Board of Regents in November 2019. It serves as a roadmap to guide UTSA's physical growth over the next decade, aligning closely with the university's academic mission and strategic priorities. Using an integrated approach, the plan outlines capital improvement strategies to develop areas of the Main, Downtown and Hemisfair campuses to provide space for new and expanded programs while maximizing resources. The following projects were bundled under this effort:
 - Cattleman's Square
 - Roadrunner Village
 - Tricentennial Research Park
 - Honors Residential College
 - Parking and Transportation

⁵ <https://www.utsa.edu/strategicplan/initiatives/upcoming-past/Upcoming-Initiatives>

⁶ <https://www.utsa.edu/strategicplan/initiatives/upcoming-past/Past-Initiatives>

A MODEL FOR STUDENT SUCCESS

KEY PERFORMANCE INDICATORS

- Student/Faculty Ratio
- First Year Retention
- Average Student Debt
- Freshmen in Top 25% of Class
- 4-Year Graduation Rate
- 6-Year Graduation Rate
- Undergrad Degrees Awarded
- Students with Experiential Learning

Roadrunner Athletics Center of Excellence

Main Campus

Launched August 2018

Classroom to Career

Launched September 2018

Honors Residential College

Main Campus

Launched October 2018

Inclusive Excellence

Launched February 2019

Preventing Sexual Assault & Misconduct

Launched February 2019

Respectful Discourse

Launched May 2019

San Antonio Workforce

Launched June 2019

Enriching Campus Wellbeing

Launched February 2020

Equity Advocacy

Launched September 2020

Academic Success District

Launched September 2020

Student Success 2.0

Launching in 2020-21

A GREAT RESEARCH UNIVERSITY

KEY PERFORMANCE INDICATORS

- Restricted Research Expenditures
- Total Research Expenditures
- MS Degrees Awarded
- PhDs Awarded
- External Review of Faculty in PhD Programs
- New Endowed Chairs and Professorships
- Total Tenured and Tenure Track Faculty
- Faculty Prestigious Awards
- Faculty in National Academies
- Strategic Partnerships

National Security Collaboration Center

Downtown Campus

Launched April 2018

Research Excellence (R1/NRUF)

Launched August 2018

School of Data Science

Downtown Campus

Launched September 2018

Strategic Faculty Hiring

Launched January 2019

Cybersecurity Manufacturing Innovation Institute

Downtown Campus

Launched February 2019

Graduate Student Success for Faculty Excellence

Launched November 2019

Tactical Team Transition to Strategic Planning

Launched March 2020

Integrated Design

Launched April 2020

STRATEGIC GROWTH AND INNOVATIVE EXCELLENCE

KEY PERFORMANCE INDICATORS

- Endowment
- Annual Giving
- Total Enrollment
- Cumulative New Construction
- Annual Budget
- Bond Rating
- Administrative Cost

Guadalupe Hall

Main Campus

Launched October 2018

Expanding Business Education and Career Engagement to the Downtown Campus

Downtown Campus

Launched March 2019

Institute of Texan Cultures

Hemisfair Campus

Launched April 2019

Capital Campaign

Launched September 2019

Westside Community Partnerships

Launched September 2019

Fiscal Strategies: Revenue Diversification

Launching in 2020-21

Create and Foster a Flexible Workforce

Launching in 2020-21

Web Infrastructure Project

Launching in 2020-21

Brand Development – Creating Bold Futures

Launching in 2020-21