



Staff Senate Conversation

Dr. Taylor Eighmy
President, UTSA

March 24, 2022

VISION

Strategic Plan Overview

UTSA is the university of the future, uniquely positioned to serve society due to its deep integration in a region that reflects the demographic future of the United States. UTSA has all the ingredients to realize its full potential as a great, public research university within the next decade.



VISION

Ten Year Strategic Plan Destinations

2018-2028

- 1 A model for student success
- 2 A great public research university
- 3 An exemplar for strategic growth and innovative excellence

VISION

UTSA's 2028 **BOLD** Institutional Goals

	<p>>45,000 students</p>	<p>>2,000 faculty</p>	<p>>3,250 staff</p>	<p>>15 faculty in the national academies</p>
FY2021	34,734	1,374	2,312	5
	<p>>85% first-year retention rate</p>	<p>>75% of students have some form of experiential learning</p>	<p>8,590 total degrees awarded annually</p>	<p>R1 & NRUF Carnegie classification & access to the National Research University Fund</p>
FY2021	77.9%	35%	7,736	R1 attained in 2021
	<p>>\$300M annual research expenditures</p>	<p>>\$400M endowment</p>	<p>>\$1B annual budget</p>	
FY2021	\$140M	\$186M	\$623M	

DESTINATION ONE

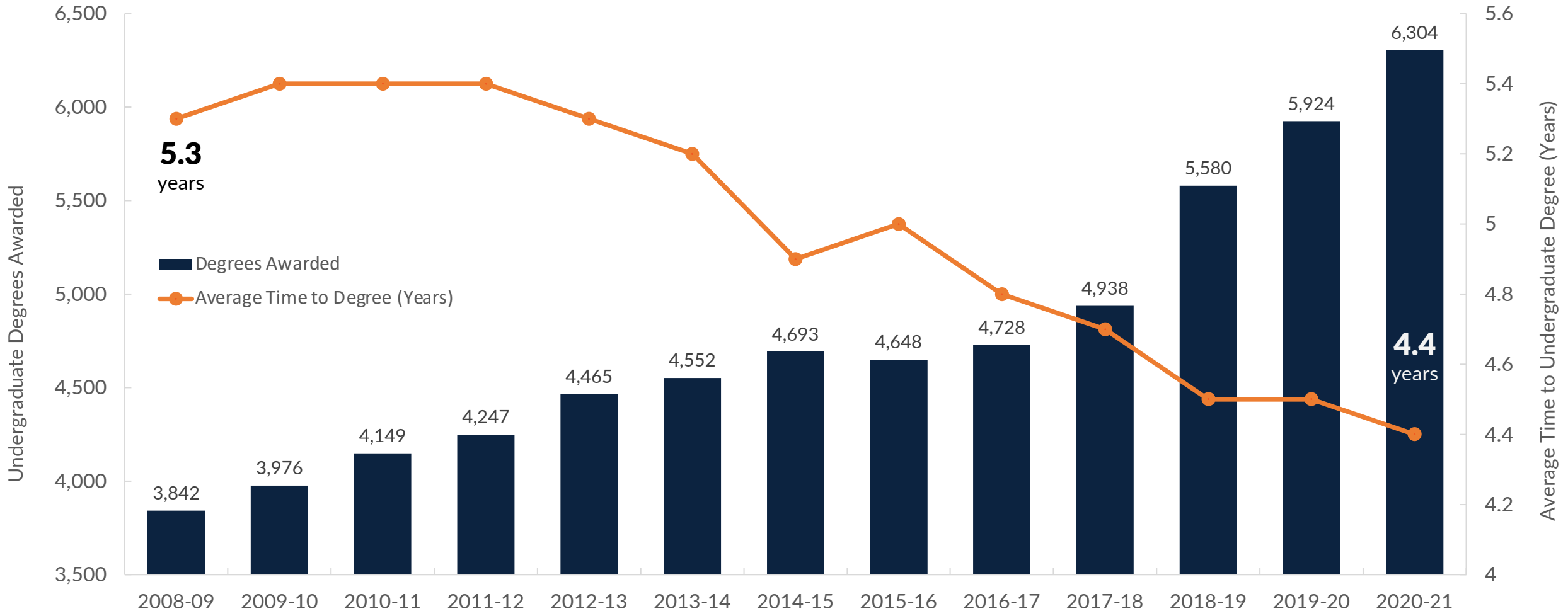
A Model for Student Success

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.



STUDENT SUCCESS

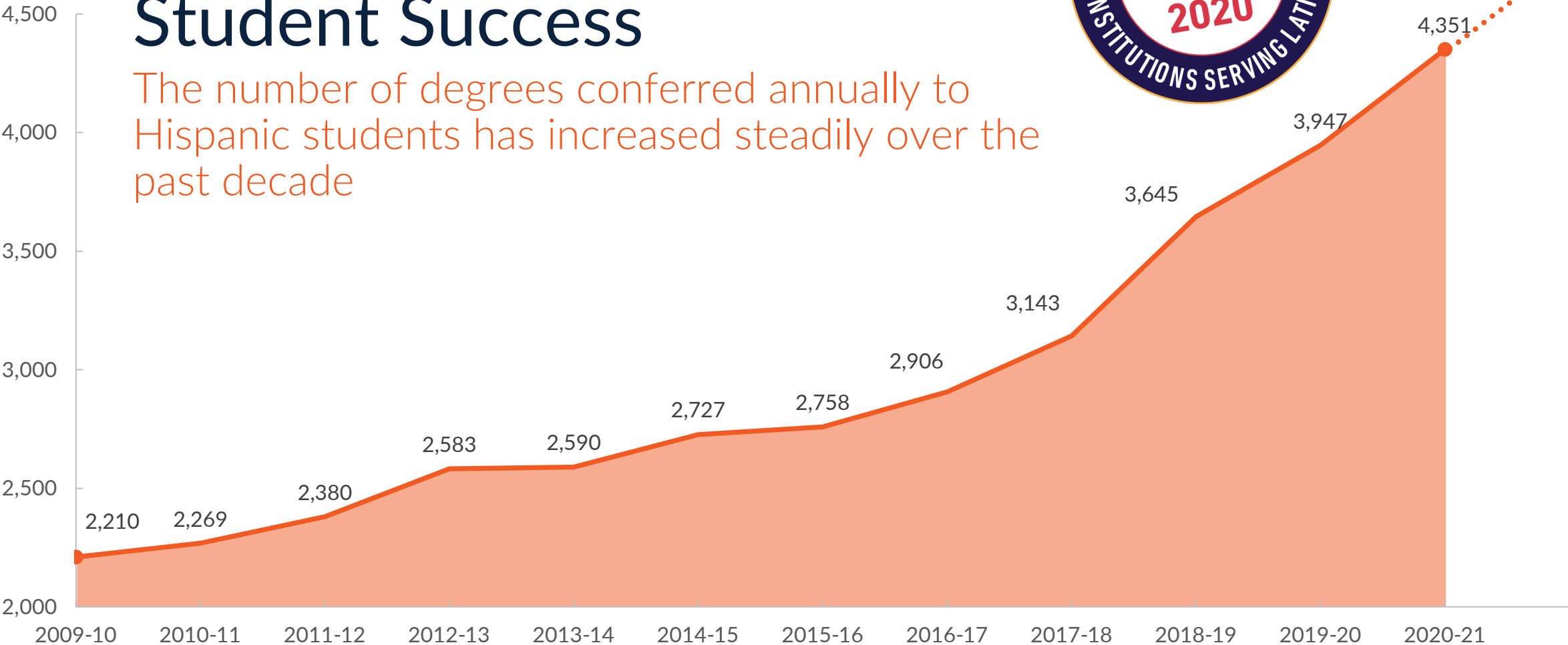
Undergraduate Degrees Awarded & Time to Degree



STUDENT SUCCESS

Leadership in Latino Student Success

The number of degrees conferred annually to Hispanic students has increased steadily over the past decade



STUDENT SUCCESS

Student Scholars Spotlight



Michael Sanchez

Economics

2021 Truman
Scholarship Finalist



Kaitlyn Varela

Biomedical Engineering

2021 Ford Foundation
Predoctoral Fellow



Favour Obuseh

Biomedical Engineering

2021 Ford Foundation
Predoctoral Fellow



Mariah Antopia

Biology

2021 Goldwater
Scholarship Recipient



Joshua Chaj Ulloa

Chemical Engineering

2021 Goldwater
Scholarship Recipient



Tristen Pepper

Biomedical Engineering

2021 Goldwater
Scholarship Recipient



Adam Hooker

Electrical Engineering

2021 Goldwater
Scholarship Recipient

National Science Foundation 2021 NSF Graduate Research Fellows

Kaitlyn Varela
Chemistry of Life Processes

Christian Strong
Chemical Synthesis

Favour Obuseh
Biomedical Engineering

Daniel Martinez
Macromolecular,
Supramolecular and
Nanochemistry

Morgan Johnston
Neurosciences

Kennedy Howland
Bioengineering

Jennifer Brett
Cultural Anthropology

Pete Gueldner
Bioengineering

Cynthia Perez
Bioengineering

Elysa Jui
Bioengineering

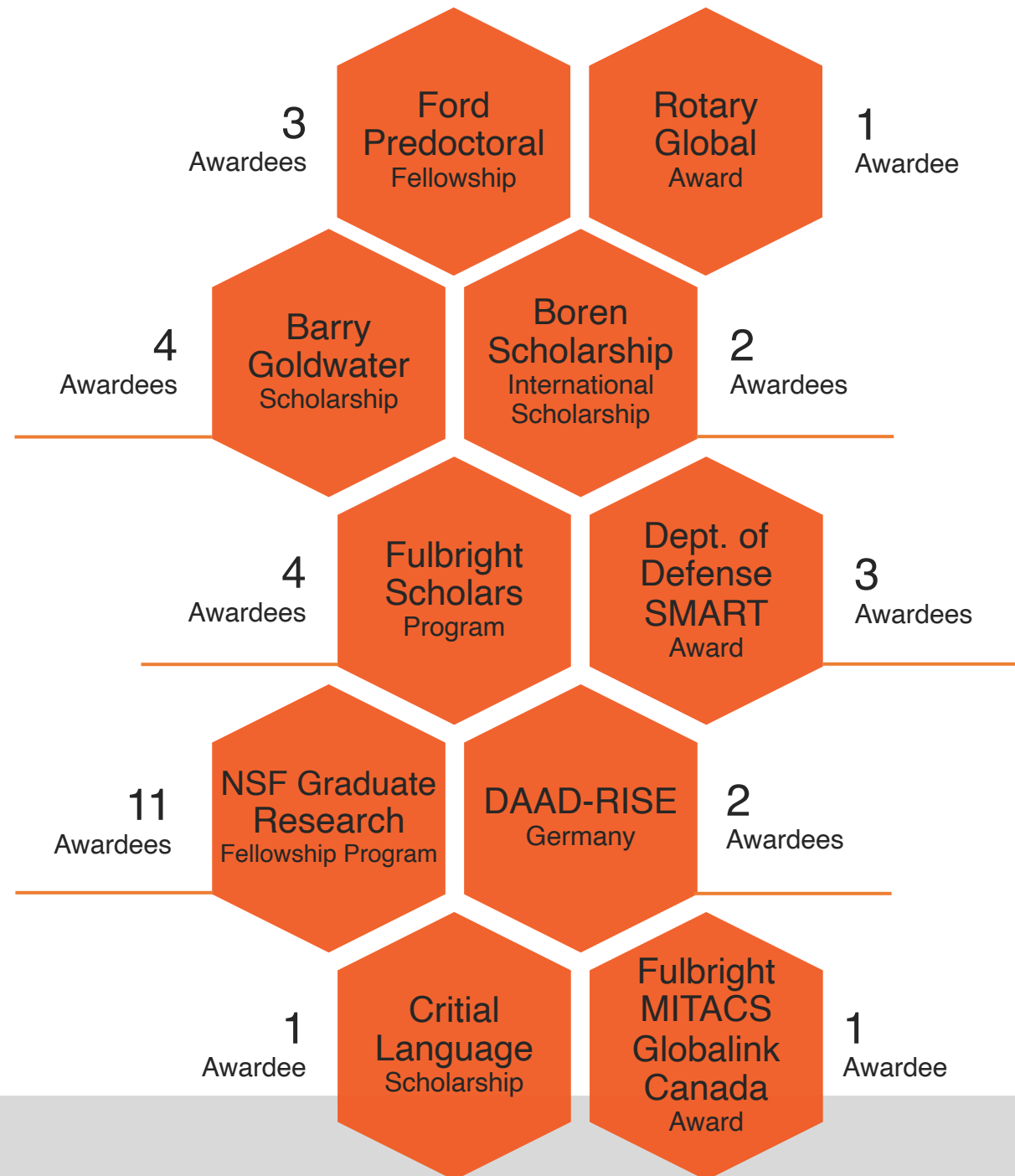
Daisy Paredes
Cultural Anthropology

DESTINATION TWO

Advancing Research Excellence

Distinguished Student Awards

2020-2021



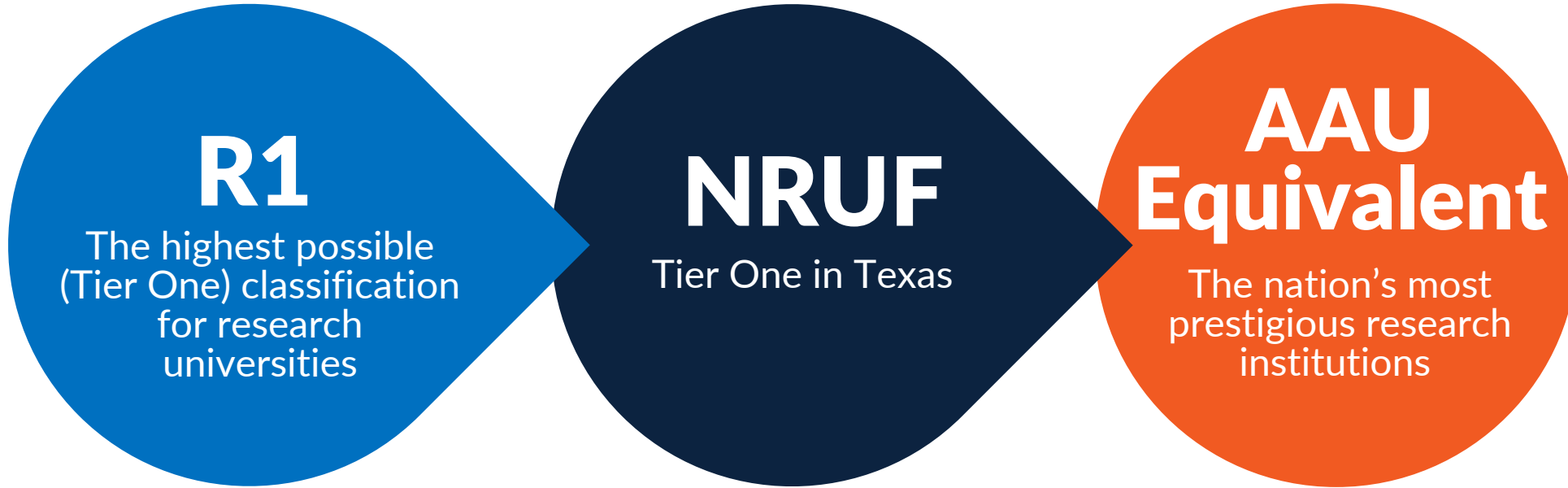
DESTINATION TWO

A Great Public Research University

With a focus on driving San Antonio's knowledge economy, UTSA is an urban-serving university of the future living out the notion that great universities need great cities, and great cities need great universities. As a Carnegie R1 classified institution that is the fast track to attaining National Research University Fund eligibility, UTSA is positioned to align with members of the prestigious Association of American Universities.



UTSA's Planned Trajectory



Top 140 U.S. public and private research universities according to 10 criteria established by the Carnegie Classification of Institutions of Higher Education

Texas's eight public Emerging Research Universities (ERUs) deemed eligible for National Research University Fund (NRUF) according to six criteria established by the THECB

Top 64 invited public and private U.S. and Canadian universities according to nine criteria established by the Association of American Universities (AAU)

CARNEGIE R1 CLASSIFICATION

A Tier One Research University

In February 2022, the Carnegie Classification of Institutions of Higher Education designated **UTSA as an R1 institution**, reinforcing our trajectory as one of Texas's top public research universities.

UTSA
» IS NOW «
TIER ONE

WITH A PRESTIGIOUS
CARNEGIE R1 CLASSIFICATION

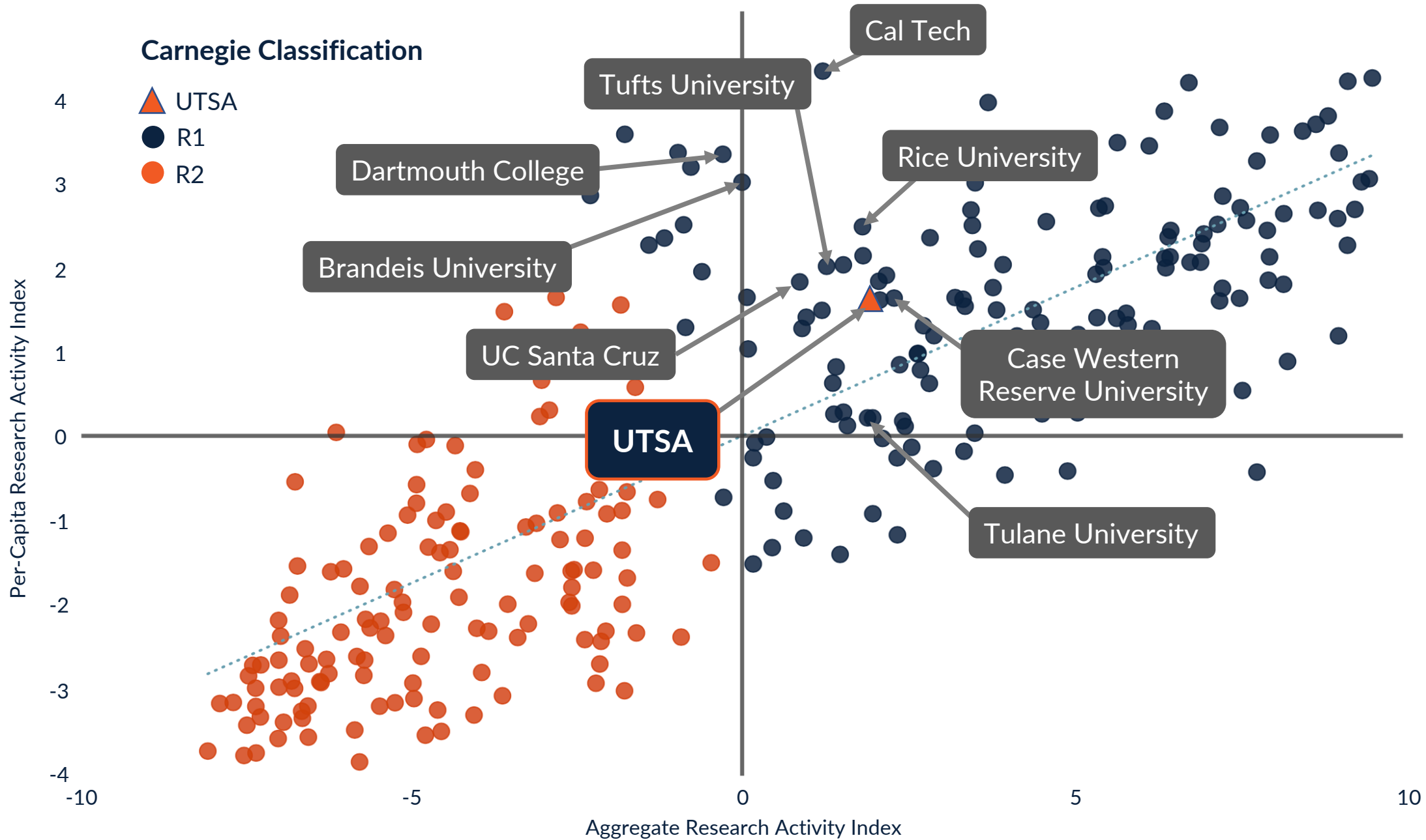
A BOLD
MILESTONE FOR
RESEARCH EXCELLENCE

TOP **4%**
ONLY 146 UNIVERSITIES
IN THE NATION

AND TIER ONE
ONE OF HISpanic
20 SERVING
INSTITUTIONS

**MORE OPPORTUNITIES
FOR STUDENTS & SAN ANTONIO
INCREASING THE VALUE OF A UTSA DEGREE**

Carnegie R1 Classification



Alliance of Hispanic Serving Research Institutions

HSIs with R1 Designation

Arizona State University	CUNY Graduate School & Univ. Ctr.
Florida International University	Texas Tech University, Lubbock
University of Arizona, Tucson	University of California, Irvine
University of California, Riverside	University of California, Santa Barbara
University of California, Santa Cruz	University of Central Florida
University of Colorado - Denver	University of Houston
University of Illinois Chicago	University of Nevada, Las Vegas
University of New Mexico, Albuquerque	University of North Texas, Denton
University of Texas at Austin	University of Texas at San Antonio
University of Texas at Arlington	University of Texas at El Paso



DESTINATION THREE

An Exemplar for Strategic Growth and Innovative Excellence

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 the excellence of its people.



STRATEGIC GROWTH & EXCELLENCE

Incentivized Resource Management

Changing our approach to resource allocation and aligning budgets to the evolving mission and strategic priorities of the university while making the most efficient use of institutional funds



STRATEGIC GROWTH & EXCELLENCE

Strategic Compensation Plan



UTSA leadership made investing in faculty and staff compensation a **priority for FY2022**.



More than **\$16.4 million** invested in compensation strategies. The original estimated investment was \$14 million.



Compensation strategies implemented every few months throughout FY2022, providing **meaningful** increases to as many faculty and staff as possible.



STRATEGIC GROWTH & EXCELLENCE

Compensation Strategies



Increase Minimum Pay Rates & Pay Scales

\$2.9 million

- Minimum hourly wage increases:
 - Staff: to \$15/hr.
 - Student employee: to \$10/hr.
- FTT faculty minimum salary pay scales established
- Faculty and staff pay compression adjustments
 - For staff, select incumbent hourly rates increased to \$16-\$17
- Effective September/October 2021
- Status: Complete



Merit Increase

\$7.9 million

- Increase of **up to 4%** based on 2020-2021 performance evaluation rating
- Recognizes increased workloads while maintaining high-quality services and support
- Rewards exceptional faculty and staff for going above and beyond
- Effective January 1, 2022
- Status: Complete



One-Time Faculty & Staff Stipends

\$3.3 million

- Provided one-time stipends to faculty and staff to recognize adaption to rapidly changing conditions
- Faculty stipends paid on October 1, 2022
- Staff stipends paid on December 1, 2022
- Status: Complete



Market Retention Adjustments

\$2.3 million

- Staff: Funding allocated to adjust certain pre-determined administrative job categories
 - Hard-to-fill, high-turnover and highly-skilled positions
- Faculty: college-specific consultations to determine funding proportions for adjustments (new hires, market retention compression adjustments, graduate student investments, etc.)
- Expected completion: March-May 2022

STRATEGIC GROWTH & EXCELLENCE

Campus Master Plan 2019

Guiding the development of UTSA's
campuses over the next decade



STRATEGIC GROWTH & EXCELLENCE

New Campus Construction



Science and Engineering Building



Student Success Center



Guadalupe Hall

UTSA

Celebrating 2021



2021

2021

2021

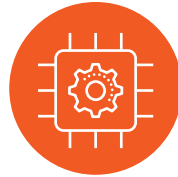
IN-REVIEW

2021

2021

2021

Achievements & Highlights



Pandemic Response

Flexibility and innovation were key in delivering academic programs and remote campus operations.



Campus Climate Survey

Assessed perspectives regarding our workplace environment.



Compensation Strategy

Meaningful salary increases in an effort to recognize hard work and the value of our faculty & staff.



Reaffirmation of Accreditation

SACSCOC reaffirmed UTSA's accreditation through 2030.



Bold Promise

Program expansion to provide more Texas students with the opportunity to pursue a tuition-free UTSA degree.



Advancing Student Health and Wellbeing

Integrated and expanded clinical services for student health, counseling and mental health needs.



New College of Engineering and Integrated Design

Realignment to better prepare students for today's Architecture, Engineering and Construction workforce.



Modern Learning Environments and Innovative Pedagogy

Reinventing and reinvigorating our campus' physical spaces while incorporating innovative technology.

UTSA IN 2021

Achievements & Highlights



Carnegie R1 Classification

Elite designation aligns UTSA with the nation's top research institutions



Largest Freshman Class in UTSA History

34,734 students enrolled in fall 2021, including a freshman class of 5,500



\$40M for Student Success

A transformational, unrestricted gift from MacKenzie Scott.



Carlos Alvarez College of Business

\$20M gift from Carlos and Malú Alvarez establishes UTSA's first named college



Klesse College of Engineering and Integrated Design

\$20M gift from Margie and Bill Klesse establishes UTSA's second named college.



Roadrunner Athletics Center of Excellence

\$41.5M state-of-the-art athletic training facility opened in Aug 2021



Move to the American Athletic Conference

A league with a history of unprecedented success in intercollegiate athletics.

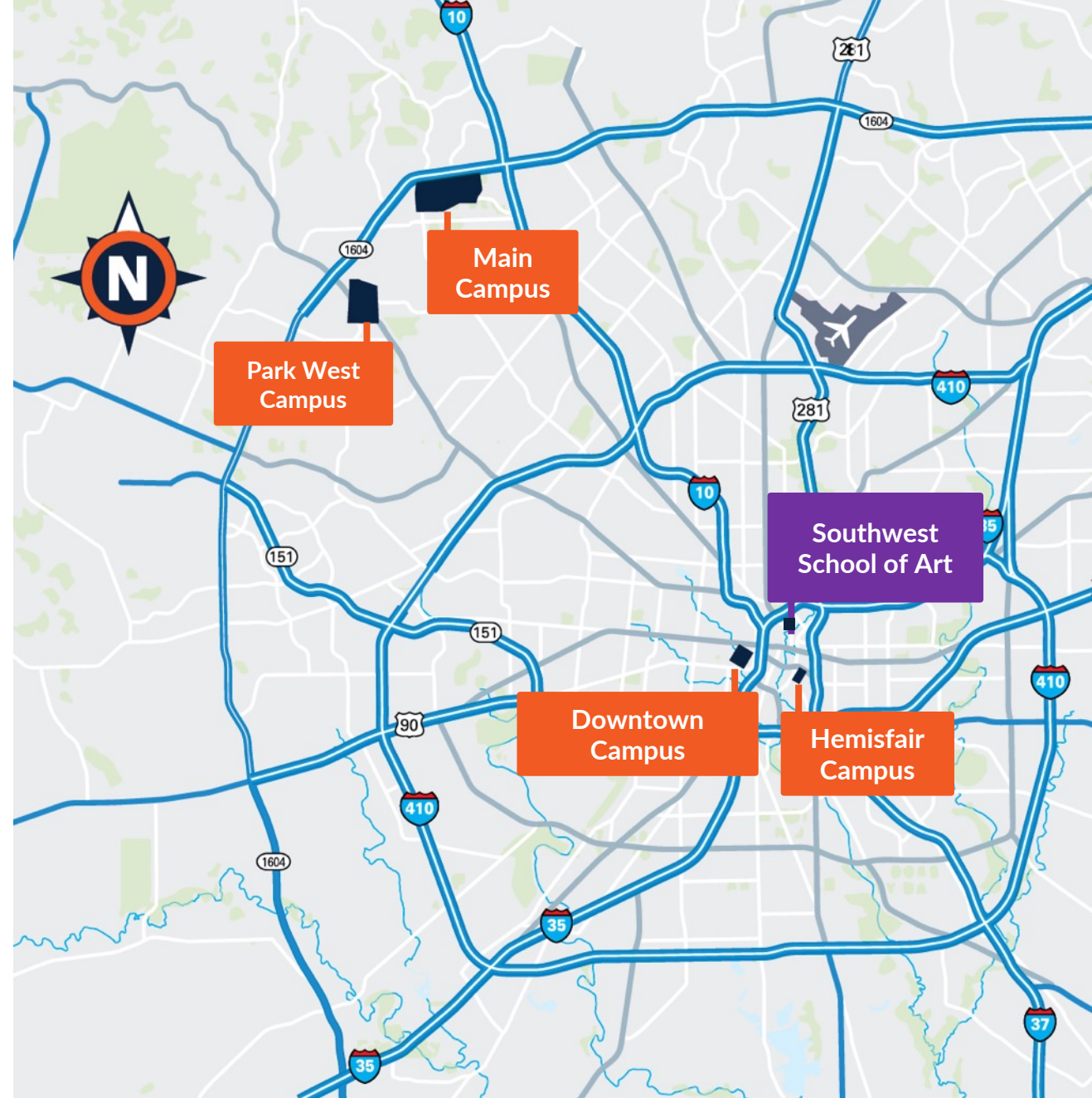


\$5M for Cybersecurity in Advanced Manufacturing

Additional funding secured from the Texas Legislature

SAN ANTONIO

UTSA's Four Campuses & The Southwest School of Art Campus



DOWNTOWN SAN ANTONIO

Urban Integration



UTSA
Downtown
Campus

**Southwest
School of Art**

San Pedro Creek
Cultural Park/Project

Walking Path
0.8 miles
17 minutes

New Weston Urban
Continental Hotel

Frost Tower

Alameda Theater

Market
Square

Riverwalk

New
Federal
Courthouse

UTSA

- Innovation, Entrepreneurship & Careers Building
- School of Data Science & National Security Collaboration Center

Walking Path
0.4 miles
8 minutes

San Antonio
Riverwalk

Hemisfair
Park

St. Paul
Square

UTSA
Hemisfair
Campus

H-E-B
Headquarters

Walking Path
1.2 miles
24 minutes

Alamodome

San Antonio
Missions

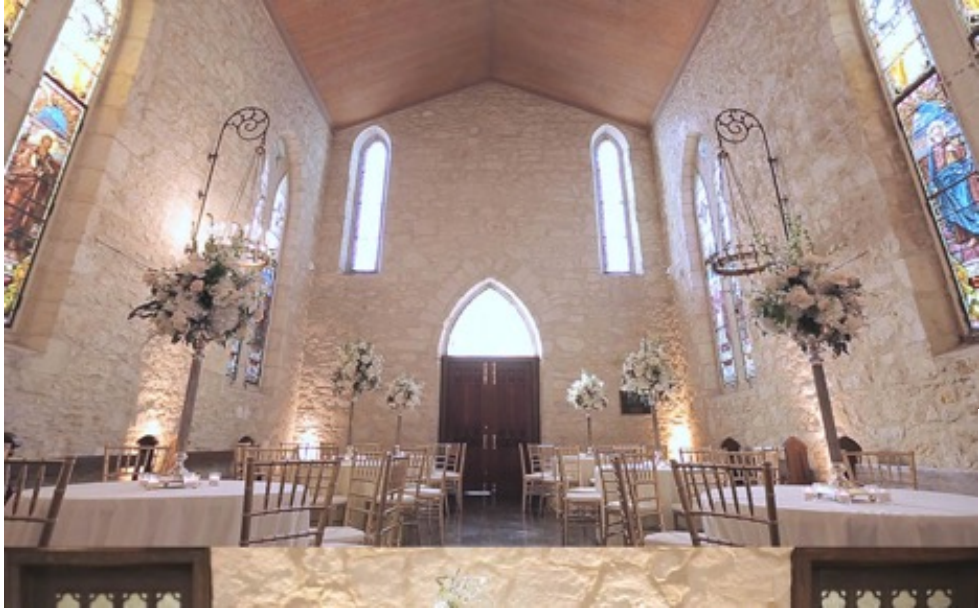
Southtown





Southwest School of Art

Coates Chapel, Courtyard, and other event facilities



Club Giraud

School of Data Science &
National Security
Collaboration Center

Innovation,
Entrepreneurship
and Careers Building



UTSA VISION

Looking Ahead



Looking Ahead



A New Normal

Building on the adoption of flexible learning approaches, new pedagogies, hybrid work modalities and reimagined space use.



Strategic Plan Refresh

Taking stock of our plan, tactical team work, mission, core values and peer models of excellence in light of our new R1 classification.



Campus Climate Survey Follow-Up

- Staffing
- Compensation
- Communication



88th Legislative Session

Establishing our goals for the session commencing January 2023



\$500M BE BOLD Campaign Launch

Building the infrastructure and resources needed to achieve our three strategic destinations.



Downtown Focus

Continued expansion of our downtown educational and research facilities.



National Research University Fund (NRUF)

Solidifying UTSA's position as a university capable of tackling society's grandest challenges.

Discussion

Participation
in the Climate
Focus Groups
and Process

Compensation
Plan Updates

Work
Modalities

Staffing Plan
Updates

Mental
Health and
Physical
Well-being

Other Issues?

UTSA[®]
CREATING
BOLD
FUTURES[®]