



# Student Regent Visit

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Dr. Taylor Eighmy  
President, UTSA

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



# DEMOGRAPHICS

## Our Students

# 34,742

### Fall 2021 Enrollment

29,963 undergraduate	4,779 graduate
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### REPRESENTING

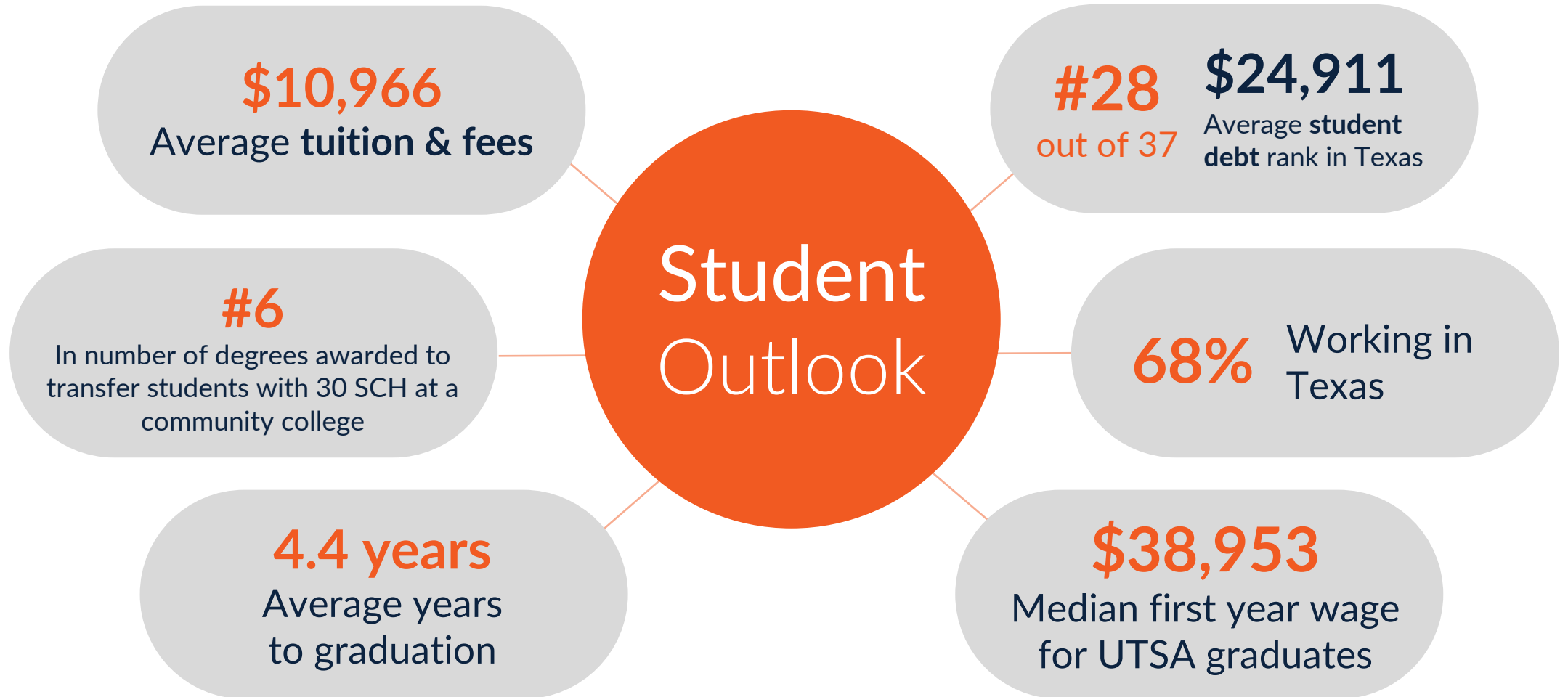
94  
nations

50  
states

200  
TX counties

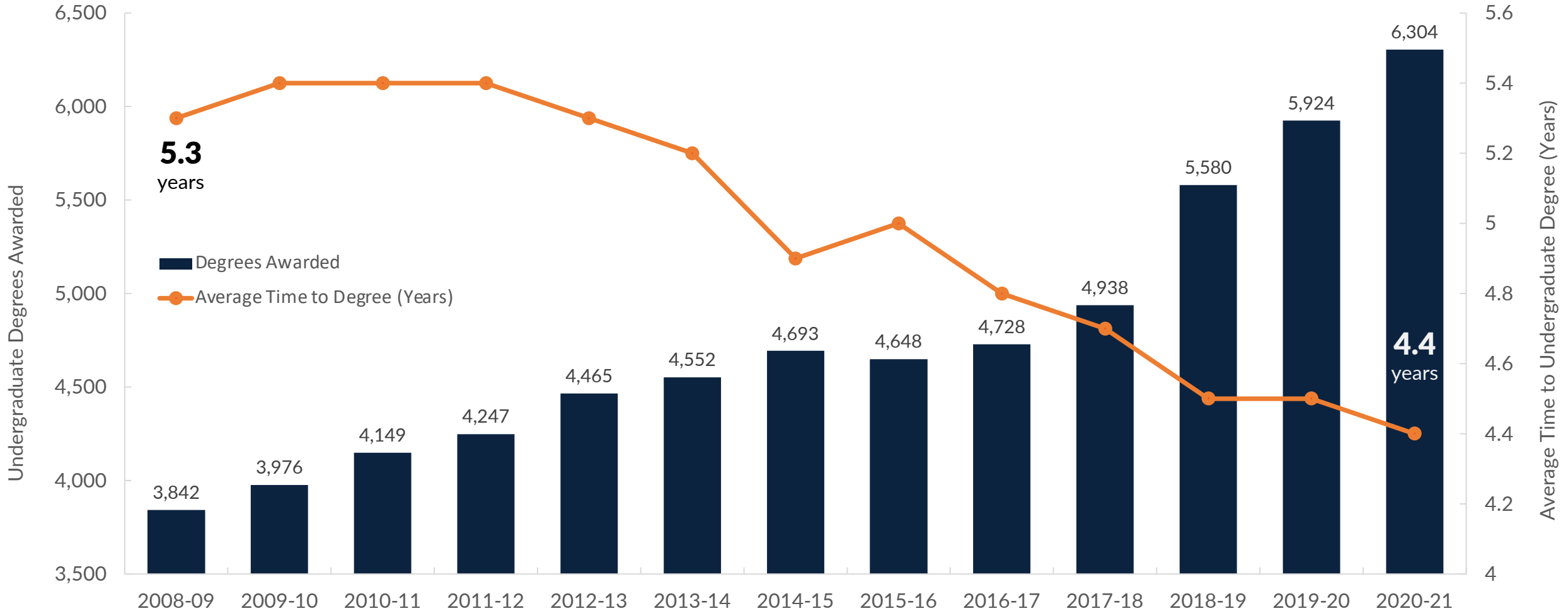


# Student Tuition and Debt



# STUDENT SUCCESS

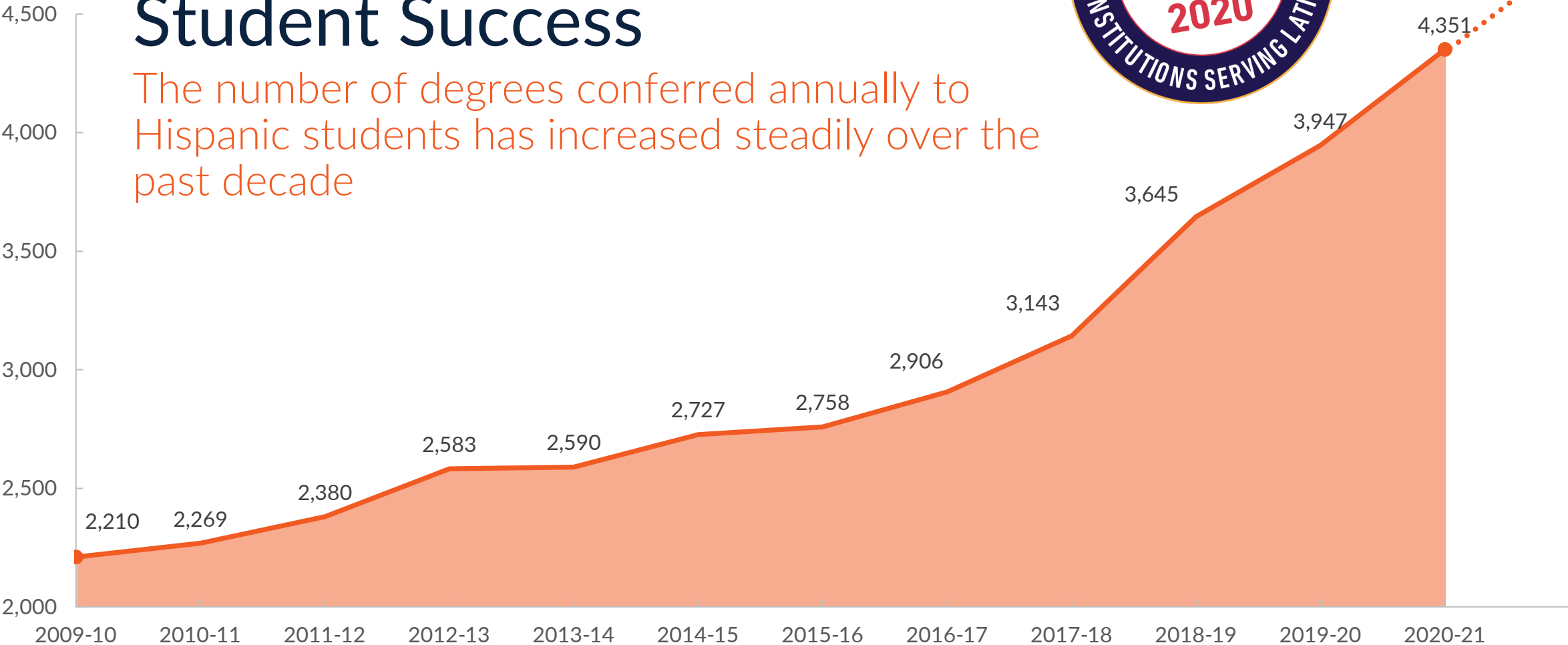
## Undergraduate Degrees Awarded & Time to Degree



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



**Samantha Oviedo**

Biochemistry

2022 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



**Mariah Antopia**

Biology

2021 Goldwater  
Scholarship Recipient



**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

## 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

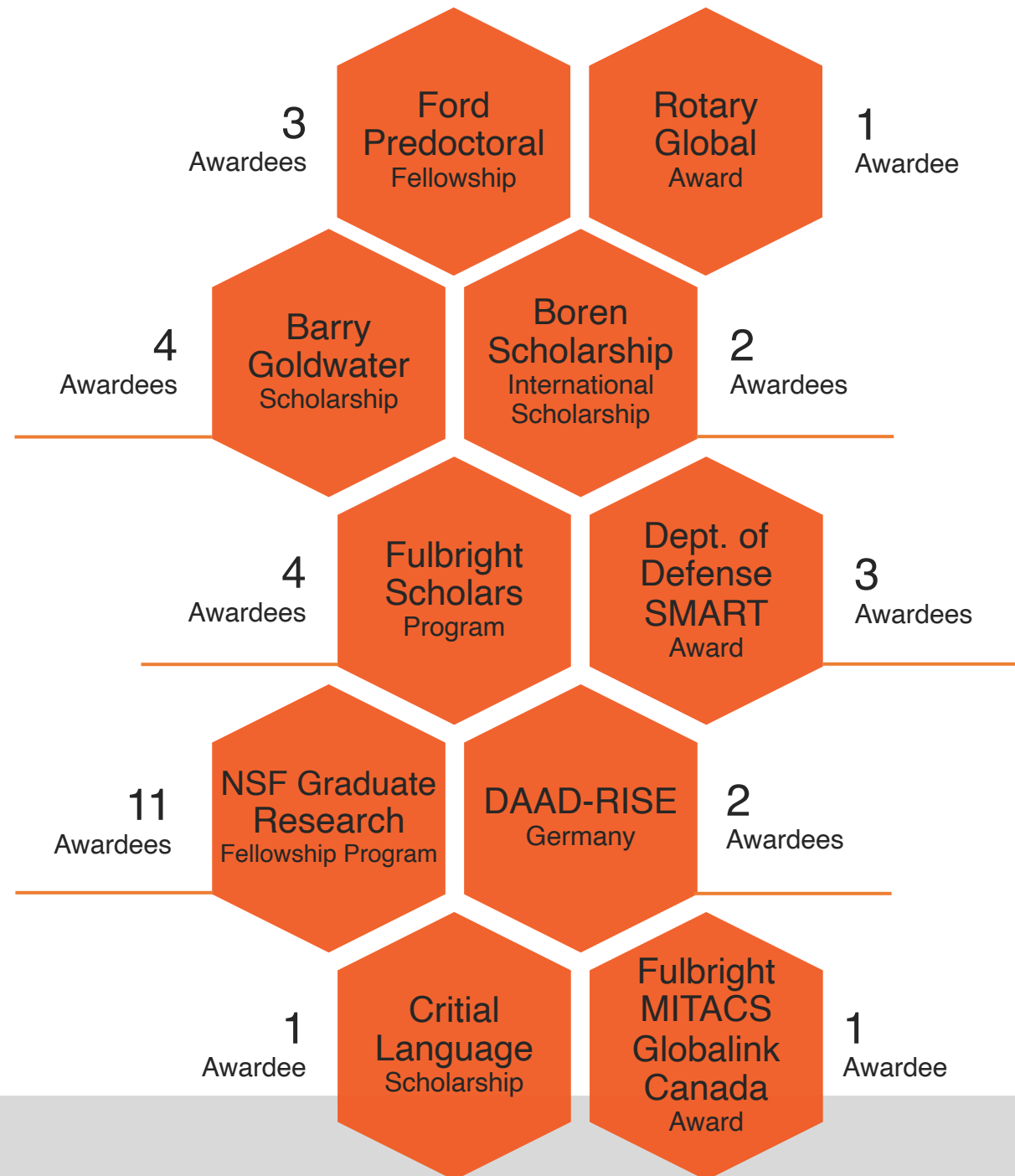


## DESTINATION TWO

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**

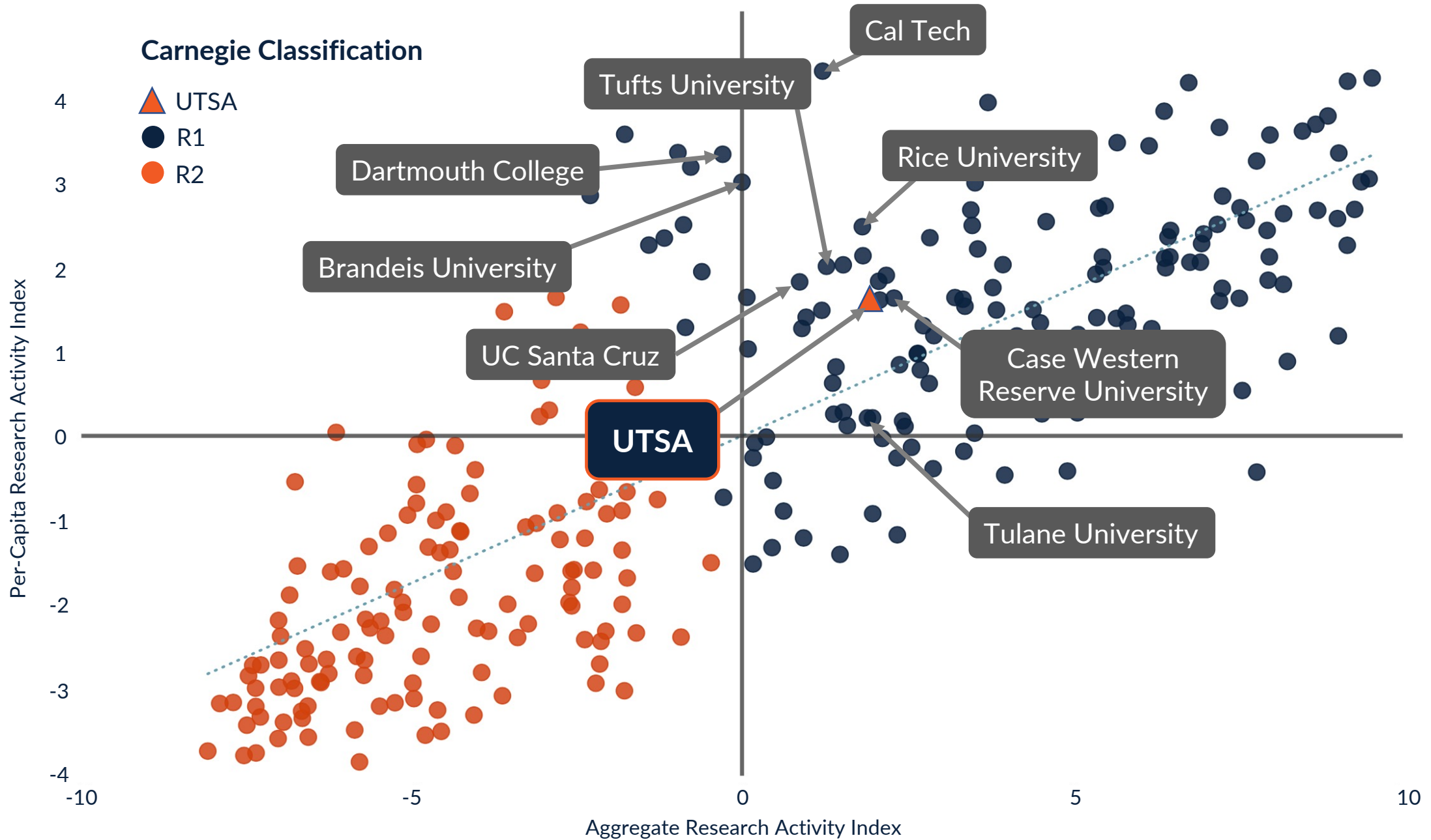
A BOLD  
MILESTONE FOR  
**RESEARCH EXCELLENCE**

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 & University Center
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 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.



# 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

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# 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

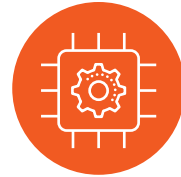
**IN-REVIEW**

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.



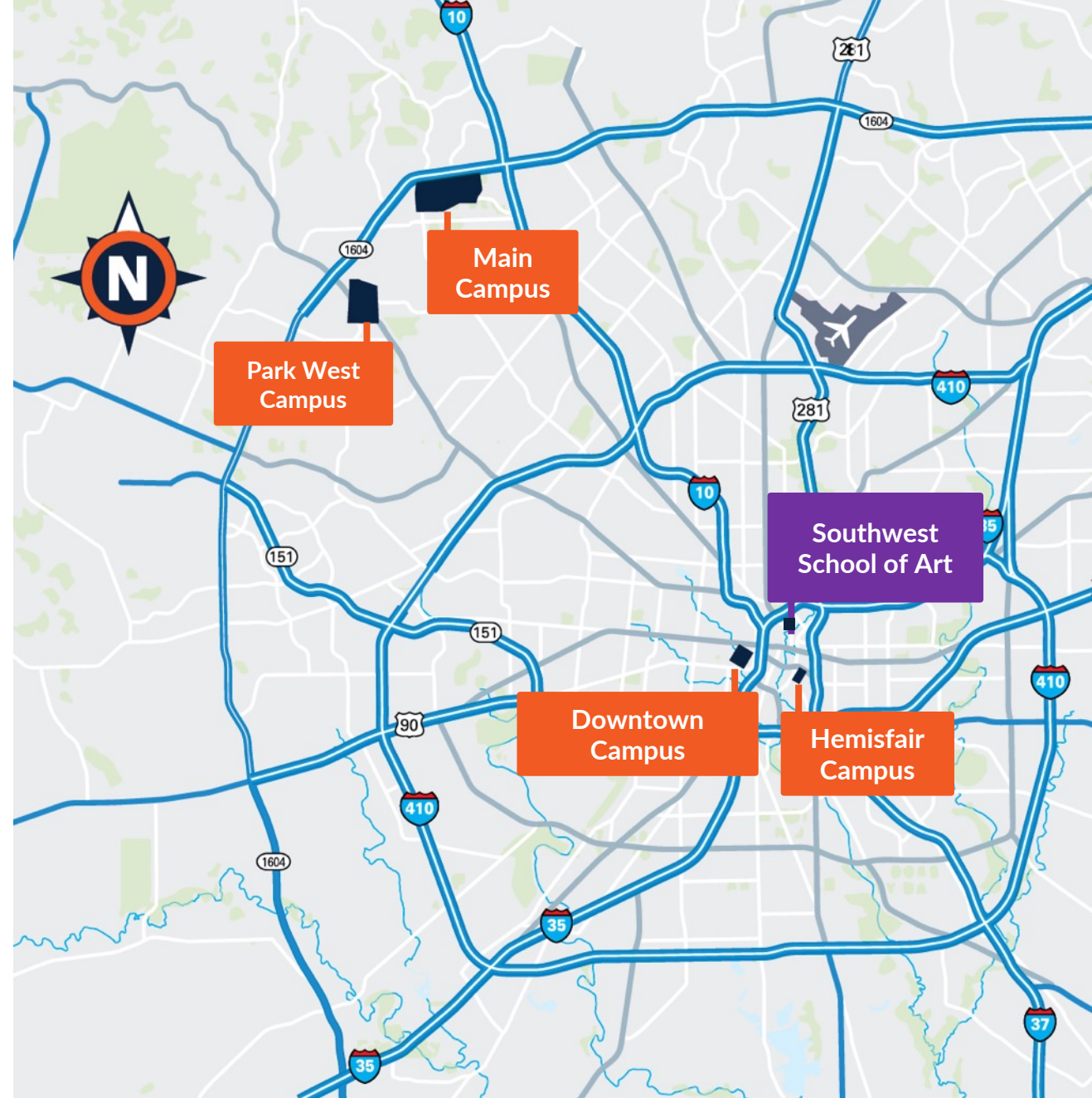
## \$5M for Cybersecurity in Advanced Manufacturing

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

San Pedro Creek  
Cultural Park/Project

**Southwest  
School of Art**

Walking Path  
0.8 miles  
17 minutes

New Weston Urban  
Continental Hotel

Frost Tower

Alameda Theater

Market  
Square

Riverwalk

San Antonio  
Riverwalk

New  
Federal  
Courthouse

**UTSA**

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

Walking Path  
0.4 miles  
8 minutes

Hemisfair  
Park

St. Paul  
Square

San Pedro Creek

H-E-B  
Headquarters

Walking Path  
1.2 miles  
24 minutes

**UTSA**  
Hemisfair  
Campus

Alamodome

San Antonio  
Missions

Southtown

200 m  
500 ft



# 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



## 88<sup>th</sup> 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.

**UTSA**<sup>®</sup>  
**CREATING**  
**BOLD**  
**FUTURES**<sup>®</sup>